

URBAN/MUNICIPAL

CAY ON HBL W26

M34

1995

MINUTES OF THE
OPERATIONS AND FINANCE
COMMITTEE

JAN 17, 1995



1995 01 09

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also

Present: Trustees Bishop, Darby, Gage, Hill, Johnston, Johnstone, Korz, MacDonald, Mulholland and Rodgerson.

Officials

Present: D. Goodridge (Director of Education and Secretary)
 P. Shewfelt (Superintendent of Finance and Treasurer)
 E. Bond (Superintendent of Program)
 R. Binns (Superintendent of Human Resources)
 P. Gillie (Superintendent – Administrative and Operational Services)
 M. Quinn (Superintendent of Schools – Lower City)
 R. Lavoie (Superintendent of Schools – French as a First Language)
 M. Matier (Assistant Superintendent of Schools – Mountain)
 S. Thompson (Assistant Superintendent of Schools – Lower City)

MAR 24 1995

GOVERNMENT DOCUMENTS

Miss Cunningham called the meeting to order, welcoming the large audience who came to hear the presentations.

GENERAL

NEW BUSINESS:

Presentations regarding Safe Schools Report

Mr. Quinn provided the opening remarks and acknowledged the conscientious efforts of all individuals involved in this worthwhile undertaking. He then introduced the presenters for the evening.

Report of the Program/Curriculum Sub-committee

Presenters: K. Hibbins (Family Studies Co-ordinator), M. Tyczynski (Formative Years Co-ordinator) and L. Cunningham (Adjustment Consultant)
 Students from Adelaide Hoodless School presented a skit re "Peer Mediation".

Report of the Expulsion Sub-committee

Presenter: B. Schofield (Adjustment Services Supervisor)

Report of the Policies/Procedures Sub-committee

Presenter: J. Baxter (Vice-Principal of Sir Winston Churchill School)

Report of the Communications Sub-committee

Presenter: G. Brock-Woodland (Public Relations Officer)

When Dr. Johnston asked about the financial implications of the Safe Schools program, Mr. Quinn distributed and reviewed the Summary of Proposed Budget – Safe Schools.

Mr. Quinn advised Mr. Gage that the pre-entry stage during kindergarten registration will provide the teacher with helpful information about the student's behaviour at home, noting this could assist in giving support to the parents when required.

Responding to Mr. Gage, Ms. Simpson, Early Years Co-ordinator, discussed the social skills program and other initiatives offered by the day care centres in response to the Safe Schools program. Mr. Quinn recognized the enthusiasm displayed by these centres in collaborating with the Board on the issue.

Mr. Quinn related for Mr. Gage the procedures for dealing with aggression from the teaching staff, noting that in-service will be a key factor in this area.

Mr. Quinn indicated to Mr. Gage that there is no specific recommendation at this time regarding the use of badge/identification cards in the schools, noting the procedures in place complement the requirements of the Trespass Act. He noted further that the wording of the common trespass sign which will be posted in school entrances has been cleared with the Board's solicitors.

Mrs. Bishop commented on the need to improve the communication lines between the parents and schools, particularly in handling emergency situations at the school.

Mr. Quinn clarified for Mrs. Bishop that there is no obligation on the part of the school to assign homework, even at the parents' request, to a suspended student.

Mr. Korz requested a closer consideration of the following areas in the Safe Schools Policy: (a) the scope of the principal's responsibilities in reporting and handling incidents in the schools, (b) peer mediation, (c) consistency in the expulsion procedures and disciplinary actions taken (including the practices in other jurisdictions) and (d) the procedures regarding violent offenders.

Mr. Quinn advised of guidelines from the Ministry of Education and Training regarding violent offenders, particularly their re-entry into the school system. He assured Mr. Desmarais that the Board will conduct a thorough review of all secondary students from other jurisdictions entering our system prior to approval of their admission.

Mr. Quinn advised Mrs. Bishop that the Ministry of Education and Training will be looking into alternative educational programs for expelled students and suggested Boards may be encouraged to work in partnership to develop pilot programs for expelled students.

In reply to Mrs. Bishop, Mr. Quinn advised that the data collected through the tracking of aggressive/violent incidents will be a basis for evaluating the strategies for addressing violence in the schools.

Mr. Quinn indicated to Ms. Orban that increased consultation has improved the Board's partnership with the Police Department in dealing with violent incidents in our schools.

Ms. Hibbins clarified for Mrs. Rodgeron that this program will not be part of the curriculum instruction but will be "taught" by behaviour and modelling the way conflict is resolved in the classroom.

Ms. L. Cunningham, Adjustment Consultant, assured Mrs. Rodgeron that the confidentiality of student information obtained in conjunction with the Peer Mediation program will be reinforced with student intervenors during their in-service.

Mr. Goodridge clarified for Mr. Hicks that the four areas of the Safe Schools Report, i.e. Program/Curriculum, Expulsion, Policies/Procedures and Communications will remain "stand alone" areas.

He noted, however, that his office will have responsibility for maintaining the Board's policies and procedures.

Responding to Mrs. Hill's query, Mr. Quinn indicated that no timelines are given for future initiatives on the safe school program because the work of the Steering Committee will continue to be an on-going process.

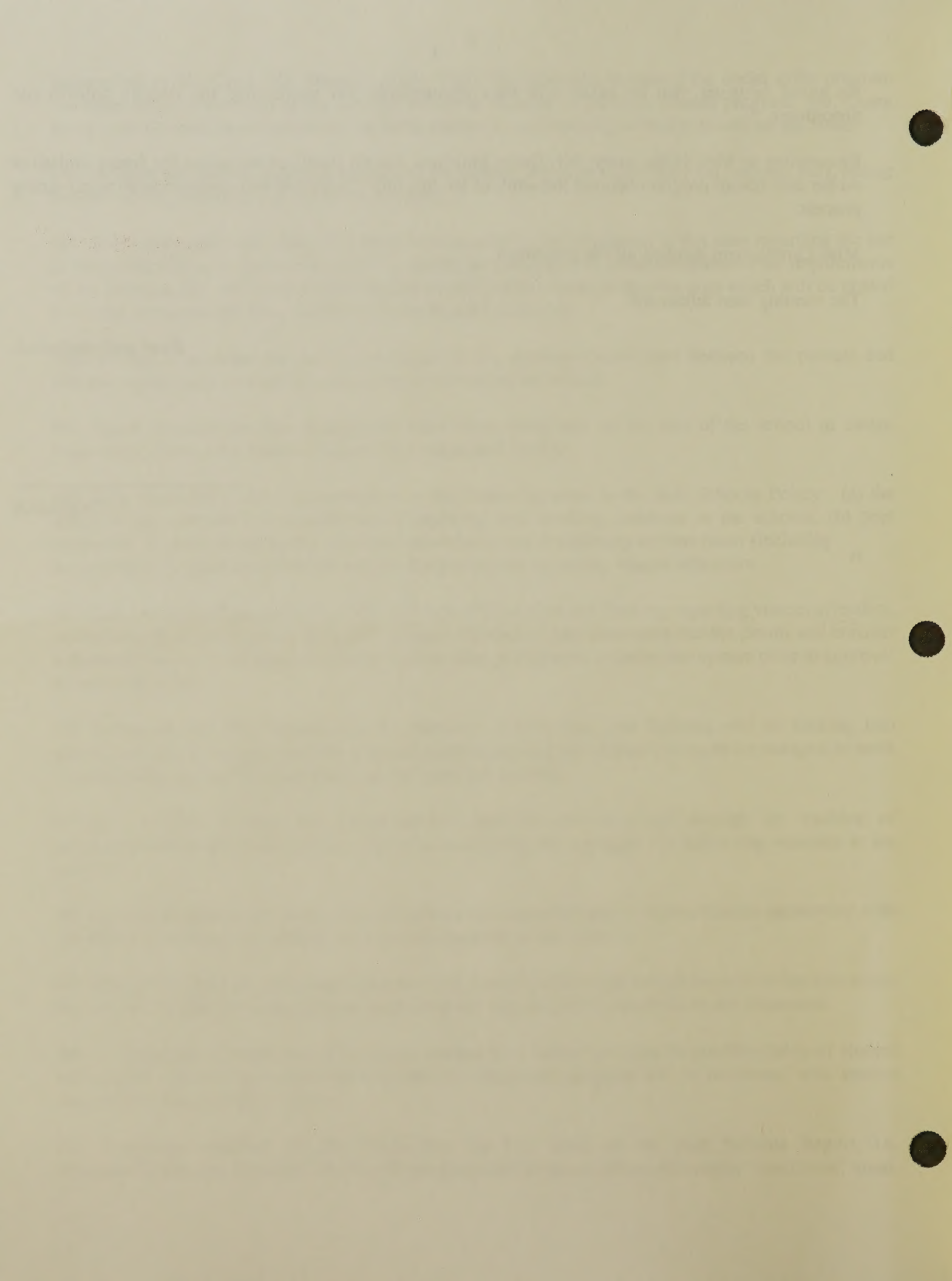
Miss Cunningham thanked all the presenters.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt



JANUARY, 1995

OPERATIONS

AND

FINANCE

COMMITTEE

ORDAN MUNICIPAL

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GOVERNMENT DOCUMENTS



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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UNITED STATES DEPARTMENT OF AGRICULTURE
BUREAU OF PLANT INDUSTRY
WASHINGTON, D. C.

PLANT INDUSTRY

PLANT INDUSTRY, UNITED STATES DEPARTMENT OF AGRICULTURE

Report on the results of the investigation of the
plant industry of the United States

PLANT INDUSTRY

1. The plant industry of the United States is one of the most important and valuable of our resources.
2. It is the basis of our food and clothing supply.
3. It is the source of our raw materials for many of our manufactures.
4. It is the source of our fuel and power.
5. It is the source of our timber and paper.
6. It is the source of our rubber and other products.
7. It is the source of our ornamental plants and flowers.
8. It is the source of our medicinal plants and drugs.
9. It is the source of our many other products.
10. It is the source of our many other products.

PLANT INDUSTRY

PLANT INDUSTRY

Report on the results of the investigation of the
plant industry of the United States

**MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1995 01 10**

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also Present: Trustees Bishop, Darby, Hill, Johnston, Johnstone, Korz, MacDonald, Mulholland and Rodgereson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City
F. Cooke, Assistant Superintendent - Program
S. Rogers, Assistant to the Secretary

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Report re Correspondence from OPSBA re Bill 165 - Workers' Compensation Reform

Mr. W. Urie, Co-ordinator, Occupational Health and Safety presented the report, noting that the concern about the unfunded liability is addressed through the Purpose Clause. Although Bill 165 is now law, he expects its impact to be minimal on this Board, despite a provision for penalties against the employer.

Moved by Mr. Hicks:

That the Report re Correspondence from the Ontario Public School Boards' Association re Bill 165 - Workers' Compensation Reform be received for information.

Mr. Urie confirmed that the "health professional" referred to in bullet 3 is the treating physician of the injured worker, and that either the Board or Workers' Compensation has the right to request a second opinion.

Dr. Johnston noted other cost effective options are available to boards under the new legislation.

The motion was put to a vote and was **CARRIED.**

NEW BUSINESS:

1995 Membership Fees

Dr. Johnston agreed with Mr. Hicks' suggestion that the membership fees should be "approved subject to budget review" and indicated he would so move when appropriate.

Mr. Bruce Wallace, Chairman of the Wentworth County Board, was introduced as a spokesperson on behalf of the Ontario Public School Boards' Association (O.P.S.B.A.). Prefacing his presentation with the comment that "there is unity in strength", Mr. Wallace's presentation provided information about the Association's strengths and activities on behalf of Boards.

Relative to finances, he outlined the automatic benefits accruing to this Board through membership in O.P.S.B.A. and those available on a pay-for-service basis.

Following a comparison of fees charged this year and last year, questions centred on the issue of legal fees. Mr. Wallace offered to check into this situation but was of the opinion that their intent is to switch to a user-fee basis. Miss Cunningham concurred.

Referring to the late payment charge of 1 1/2 percent effective 1995 03 01, Dr. Johnston recommended payment of the O.P.S.B.A. fee now instead of making it subject to budget review as he originally indicated.

Moved by Dr. Johnston:

That the Ontario Public School Board Association's 1995 membership fee (\$65,097.73) be paid.

CARRIED.

Moved Mr. Desmarais:

That the following membership fees be paid:

- Canadian Education Association (CEA) - \$4,061.40
- Association française des Conseils scolaires de l'Ontario (AFCSO) [15 months] - \$2,909.06
- Ontario Education Research Council (OERC) - \$725.00

Mrs. Hill verified the intent of this motion is to approve payment now.

The motion was put to a vote and was CARRIED.

Miss Cunningham thanked Mr. Wallace for his presentation.

Annual Report on Public Relations Planning

Updating trustees on the first year of the Public Relation Plan's implementation, Ms. Brock-Woodland focused on changes as outlined on Pages 16-18, information packages collated during the past year and proposed communication packages for the coming year. She extended her thanks to employee, parent and federation representatives for their assistance. One major initiative involves a Parent Workshop to be held in May.

Moved by Mrs. Hill:

That the Annual Public Relations Report be received for information.

Trustees spoke favourably of the work performed by the Public Relations Department, commending Ms. Brock-Woodland on several occasions.

Emanating from the discussion, the following concerns were voiced:

- .the possibility of police alerts and publications being produced in languages other than English/French
- .strategies to counter negative press about education and

"counter attack" to the impact of radio shows
 .Page 21 - the addition of a heading "Zero Tolerance"
 .increase in the number of calls from the public about education issues

Mr. Goodridge offered to explore Mrs. Rodgerson's suggestion regarding a Spelling Contest sponsored by The Spectator. Relative to comments made by trustees, he added the Board is becoming more aggressive in seeking public speaking engagements to share the message of our excellent public school system.

Citing a recent media meeting, Mr. Stewart applauded Ms. Brock-Woodland's preparations, noting many of the questions asked had been anticipated.

The motion was put to a vote and was CARRIED.

Annual Report of
Integrated Information
Systems Strategic
Project

Noting this report details the tremendous amount of unseen work that occurs in support of this project, Ms. Gillie provided a brief overview of the Appendices and recommendations. It is her intent to approach Miss Cunningham about arranging a "hands on" demonstration for the trustees, focusing on the most developed system in use - the Student Information System.

Mr. Dixon, Manager, Technical Services reviewed in detail the status of each Information System, present and future capabilities (Part A) and the issues of hardware and software (Part B). In closing he remarked that trustees will receive a memo regarding Profs training in the near future.

Commending the excellent report, Mr. Stewart referred to a notation on Page 44 that the Financial Information System is "considerably behind". In moving the recommendations in the report, he added Clause e):

Moved by Mr. Stewart:

That the Annual Report of the Integrated Information Systems Strategic Plan be received for information and the following recommendations approved:

a) That the Strategic Plan Status Review Report be received for information.

b) That the proposed budget be approved, subject to 1995 Budget Review.

c) That the goals for achieving Technological Implementation be approved.

d) That the Integrated Information System (I.I.S.) Strategic Plan become one part of a System Technological Implementation Plan.

e) That an update regarding the Financial Information System be presented to the Operations and Finance Committee in June, 1995.

Trustees appreciated the clarity of the report, including the limitations faced in moving towards fruition. Miss Cunningham added that this is one area of achievement that needs to be

highlighted.

The motion was put to a vote and was CARRIED.

Canada-Ontario
Infrastructure Works -
Financing of Local Share

This report was presented by Ms. Polidori, Manager, Financial Services.

Moved by Mr. Hicks:

That the Report re Canada-Ontario Infrastructure Works Program - Financing of Local Share be received for information and the following recommendation approved:

a) That the local share for the six projects completed during 1994 under the Canada-Ontario Infrastructure Works Program be funded from Capital Reserves, subject to the approval of the Ministry of Education and Training.

Ms. Gillie noted that infrastructure grants will allow the Board to meet roof maintenance expenditures of approximately \$1.2 million, but admitted her concern about the many aged boilers in operation. At the time these projects were approved in the Accommodation Report, a predetermined source of funding had not been resolved.

The motion was put to a vote and was CARRIED.

Constitution of an Ad
Hoc Committee to
discuss Policies -
requested by Trustee
Stewart

Moved by Mr. Stewart:

That the Chairman of the Board appoint an Ad Hoc Committee consisting of five trustees to review all policies of the Board and report back to the Operations and Finance Committee before the end of June, 1995.

Quoting Rule 77 in which policies are part of the Operation and Finance Committee's mandate, Mr. Stewart considered it more appropriate that an ad hoc committee be established to review policies, rather than through the Rules and Regulations Committee as earlier considered.

Copies of the present policy binder were circulated among trustees at Mr. Korz' request.

Trustees reluctant to support this motion argued whether this task would be more effectively handled by the officials. Others advocated policy review as being within the purview of trustees to decide whether a policy was obsolete or required updating. It was clarified that changes to the operating procedures remain the responsibility of the officials.

The question was called and was CARRIED.

The motion was put to a vote and was CARRIED.

Verbal Report re
Tenders - Queen Mary
School Project

At an in-camera session of this Committee, the following motion was considered and approved:

Moved by Mr. Mulholland:

That the verbal report regarding Tenders - Queen Mary School Project be received for information. CARRIED.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Recommendations of the Moved by Mr. Stewart:
Director of Education

That the recommendations of the Director of Education be approved. CARRIED.

Read and confirmed,

cv

.....
Chairman

WITNESSES: Mr. [Name]

Subscribed and sworn to before me this [Date]

Notary Public for the State of [State]

My Commission Expires [Date]

Notary Public for the State of [State]

My Commission Expires [Date]

Notary Public for the State of [State]

Notary Public for the State of [State]

Notary Public for the State of [State]

Notary Public for the State of [State]

Notary Public for the State of [State]

Notary Public for the State of [State]

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M34
1995

**MINUTES OF THE SPECIAL MEETING
OPERATIONS AND FINANCE COMMITTEE
1995 01 17**

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Orban, Rogers and Stewart.

Not Present: Trustee Lowe.

Also Present: Trustees Bishop, Darby, Gage, Hill, Johnston, Johnstone, Korz, MacDonald, Mulholland, Patenaude and Rodgereson.

Officials Present:

D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City

FEB 17 1995

GOVERNMENT DOCUMENTS

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Consideration of the Safe Schools Report

Pursuant to the presentation of the Safe Schools Report on Monday, 1995 01 09, Mr. Quinn commented on the number of supportive phone calls received - including one from New York State.

Emanating from the last evening's discussion, Mr. Quinn emphasized the work of this Committee and noted these reports focus on two areas - violence prevention and the response to violence when it occurs. As the work of the Safe Schools Steering Committee is an on-going process, members were encouraged to bring suggestions to the Committee. Other issues still under consideration by the Committee and to be reported on at a later date include: the identification pilot project at Roxborough Park School, a crisis management pilot at Sherwood School and the exploration of program for behaviourally at-risk students, piloted in Toronto.

To expedite discussion, Mrs. Hill offered to move all recommendations contained in the report, with the stipulation that they be discussed in numerical order and voted on an individual basis.

Moved by Mrs. Hill:

That the Safe Schools Report be received for information and the recommendations be approved as presented.

Miss Cunningham advised that Mr. Desmarais would abstain from voting based on jurisdictional grounds.

Program/Curriculum Sub-committee Recommendations

a) That all schools, as part of the School Planning process for the 1995-96 school year, set in place for all students JK-OAC, Social Skills programs which promote positive relationships and discourage aggression within the school community.

Mrs. Bishop commended the format and clarity of the Report before commenting on the importance of undertaking Social Skills programs with clear expectations of behaviour and outcomes.

Responding to remarks about consistency in the application of procedures, Mr. Quinn hoped this concern would be addressed through the establishment of in-school safe school

committees.

Recommendation a) was put to a vote and was CARRIED.

b) That all schools, as part of the School Planning process for the 1995-96 school year, set in place for all students JK-OAC, programs which address the mediation of emerging conflicts and teach conflict resolution skills.

Mr. Quinn acknowledged that all schools will not have peer mediation in place for the coming school year; however, as part of their school plan, implementation must be documented. When asked if a review process will be incorporated into the mediator program, Mr. Quinn offered to take this suggestion back to the Committee.

Mrs. Rodgeron voiced several concerns that peer mediation: a) may impact on academic time, b) consistent application by mediators and c) the need for retraining as mediators age and change schools.

Noting the main focus of peer mediation will be during recess, lunch and after hours, Mr. Quinn pointed out to the reality that violence and misbehaviour already consume time. The focus is to spend time in a positive vein rather reacting to negative behaviour.

Miss Cunningham confirmed Mrs. Rodgeron's understanding that trustees will receive documentation showing the incidence of violence.

It was clarified that while all students will have access to mediators to resolve conflicts, not all students will be trained as mediators.

Recommendation b) was put to a vote and was CARRIED. Mr. Desmarais abstained.

c) That all schools have in place, for all students JK-OAC, effective procedures to identify and deal with aggressive behaviour. That all schools track and compile data on aggressive and/or violent incidents on a monthly basis beginning 1995-96 in order to evaluate program effectiveness.

Mr. Korz sought confirmation that all violent or aggressive acts will be tracked and will provide a basis for future comparison as well as information about the effectiveness of strategies. As part of the September Report to the Ministry of Education and Training, Mr. Quinn advised that an annual report based on the data the Ministry requires would also be brought to the Board, probably as a "sister" report to the Suspension Report.

Some reservation was expressed that the information reported to the Ministry may result in comparisons by the media. Mr. Quinn explained that the intent is not to compare Boards, but to provide the Ministry with a first year base to gauge the prevalence of violence and, ultimately, the effectiveness of violence prevention strategies.

Also discussed was the issue of violence or aggressive incidents during sporting events. Mr. Hicks noted that most sports have rules and penalties governing behaviour of the participants. Incidents such as fights between rival schools would be reported. Mr. Quinn displayed a poster with the caption "Settling the Score does not change the Score" - an initiative of the Ministry and professional sports teams to underscore their interest in eliminating violence in organized sports.

Mr. Goodridge affirmed violent incidents on school buses or walking to and from school will also be documented.

Recommendation c) was put to a vote and was CARRIED. Mr. Desmarais abstained.

d) That all schools provide, for all students JK-OAC, highly visible supervision during high risk periods.

Recommendation d) was put to a vote and was CARRIED.

e) That all schools examine critically their curricular and co-curricular programs to ensure that they are conducted in a manner consistent with the intent of the Ministry of Education and Training's *Violence-Free Schools Policy*.

Recommendation e) was put to a vote and was CARRIED. Mr. Desmarais abstained.

f) That a budget of \$25,000.00 be allocated for in-service and implementation of violence prevention programs.

Members were advised that the revised budget information attached to the agenda includes all taxes and rebates.

The possibility of using Professional Activity days to alleviate inservice costs associated with relief staffing was raised; however, trustees were reluctant to delay approval for a month for further information to be brought back.

The question was called and it was CARRIED.

Recommendation f) was put to a vote and was CARRIED.

Expulsion Sub-Committee Recommendations

g) That the following Statement of Zero Tolerance of Violence be approved.

"It is the policy of the Board of Education for the City of Hamilton to respond with ZERO TOLERANCE to all known acts of violence or any behaviour that has the potential to result in violence. The Board is committed to fostering a safe and secure learning/working environment. This environment will be achieved through proactive prevention and intervention strategies within each school where all students and staff understand, value and respect the diversity of others and the importance of self-worth.

Clear and consistent disciplinary action will be applied in response to the following acts of violence:

- .threats of serious physical injury
- .assaults causing bodily harm
- .sexual assault
- .hate-motivated violence
- .robbery and extortion
- .the possession and/or use of weapons
- .extensive vandalism

Depending on the nature and severity of the incident and the age of the student, one or more of the following consequences may be employed:

- .contact of the parent(s)/guardian
- .contact of the police
- .suspension of the student
- .completion of a Violence Incident Form for inclusion in the OSR
- .alternative learning placement for the student
- .recommendation for expulsion

Every reasonable effort will be made by the Board to protect the rights of individual students and staff to learn and work in a safe environment.

Stating the criteria to be used must be consistent in the definition of zero tolerance and disciplinary action, Mr. Korz argued for specific parameters about the consequences of violent behaviour.

Moved in amendment by Mr. Korz:

That the following be added to Recommendation g):

"Violent Behaviour

1. Students who, in the absence of mitigating circumstances, assault another person to the extent that a serious injury requiring professional medical intervention¹ ensues, shall be recommended for expulsion and police shall be involved.

Weapons

1. (a) Students who are found in possession of a non-prohibited² weapon as defined under the Criminal Code shall be suspended for a minimum of 10 days.

(b) Students who are found in possession of a non-prohibited² weapon for a second time shall be suspended for a minimum of 20 days and shall be recommended for expulsion.

(c) The decision as to whether an implement is a weapon rests with the principal.

2. (a) Students who are found in possession of a prohibited³ weapon as defined under the Criminal Code shall be recommended for expulsion and police shall be involved.

¹ The principal will assess the extent of the injuries sustained, and determine whether they are consistent with what might result from a schoolyard scuffle or whether excessive force or violence was used. Injuries that cannot be treated using "first aid: (such as broken bones, wounds requiring sutures, or serious muscle damage) are examples of injuries judged "serious and requiring professional medical attention".

² Non-prohibited weapons include kitchen knives, hunting knives, pocket jackknives, slingshots, or other tools with sharp edges of points such as chisels, ice picks or screwdrivers.

³ Prohibited weapons include switchblade knives, butterfly knives, mace, nanchaka sticks and a variety of other martial arts weapons. Firearms would also be considered prohibited weapons for the purposes of this policy."

Trustees queried the acceptance of this amendment stating it should be directed to the Safe Schools Steering Committee.

Following consultation with officials, Miss Cunningham advised she would not accept this amendment, noting such definitions are included in the Policy Against Assault in the School Environment (Appendix PP-H).

Citing literature that noted suspensions can ultimately be counter-productive, Mrs. Bishop asked that the Safe Schools Steering Committee look at alternatives which may be more effective, i.e. in-school crisis centres, in-school suspensions, etc.

The question was called and was CARRIED.

Recommendation g) was put to a vote and was CARRIED.

h) That the following Expulsion Policy Statement be approved:

The Hamilton Board of Education is prepared to exercise its authority to expel students as necessary in order to ensure this safe learning and working environment. The Board of Education for the City of Hamilton is committed to a safe learning and working environment. Such an environment protects the safety and self-esteem of each person and promotes mutual respect of one person for another.

The Expulsion Policy and Procedures define unacceptable behaviour and provide a systematic method of response. Fair, firm and consistent application of the policy is expected. The case of every student referred for expulsion will be thoroughly investigated and decisions will be based on the individual circumstances of the case. The intent of the policy is to protect and balance the rights of all people in the education system.

Expulsion may be the result of a single serious occurrence or a series of occurrences.

A student who is expelled will be directed to both therapeutic support and alternate forms of education to allow the student to pursue a new direction in his/her life.

Following reference to a multi-board pilot program for expelled students in Toronto, Mr. Quinn advised such a pilot is not being considered here. He further explained that students attempting reentry after expulsion do not have to meet all of the criteria as outlined on Page 43. Concerns had been raised that the only alternative for these students was independent learning.

Mr. Korz reiterated earlier concerns for the consistent application of procedures related to expulsions. He was assured by Mr. Quinn that a thorough investigation will be conducted as required under the Expulsion Policy before a decision is made. Consequences will be considered and the rights of all students will be protected.

Recommendation h) was put to a vote and was CARRIED.

i) That the Expulsion Procedures be approved as presented.

Recommendation i) was put to a vote and was CARRIED.

Policies/Procedures Sub-committee Recommendations

j) (i) That the Board's Discipline Policy (Student), as revised, be included in the Safe Schools document.

(ii) That all schools review existing codes of conduct in the 1995-1996 school year and every three years thereafter (Ministry of Education and Training's *Violence-Free Schools Policy*, June '94, page 19), with participation of students, staff and parents to ensure that:

(1) the language is clear, specific and relevant to the age of the student;

(2) the consequence of expulsion be included with a clear delineation of the violent acts for which a recommendation for expulsion may be considered;

(3) revised codes of conduct are communicated clearly and regularly to all students and parents.

Ms. MacDonald asked that staff be included in Clause (j)(ii)(3).
Recommendation j) was put to a vote and was CARRIED.

(k) That the Drug Education Policy, as revised, be included in the Safe Schools document.

Recommendation k) was put to a vote and was CARRIED.

(l) That the Drug Education pamphlet, as revised, be included in the Safe Schools document.

Recommendation l) was put to a vote and was CARRIED.

(m) That the Harassment Policy be included in the Safe Schools document.

Recommendation m) was put to a vote and was CARRIED.

(n) That the Race Relations and Ethnocultural Equity Policy/Pamphlet be included in the Safe Schools document.

Recommendation n) was put to a vote and was CARRIED.

(o) That the revised Policy Against Assault in the School Environment be included in the Safe Schools document.

Recommendation o) was put to a vote and was CARRIED.

(p) That the Expulsion Policy be included in the Safe Schools document.

Recommendation p) was put to a vote and was CARRIED.

(q) That Operating Procedure SP4 - Child Protection Protocol be included in the Safe Schools document.

Recommendation q) was put to a vote and was CARRIED.

(r) That Operating Procedure SP20 - Suspension of Pupils included in the Safe Schools document.

Recommendation r) was put to a vote and was CARRIED.

(s) That Operating Procedure OP15 - Code of Conduct for Pupils on School Buses, as revised, be included in the Safe Schools document.

Recommendation s) was put to a vote and was CARRIED.

(t) That Operating Procedure OP22 - Intruders in Schools - The Trespass to Property Act, as revised, be included in the Safe Schools document.

Recommendation t) was put to a vote and was CARRIED.

(u) That Dangerous/Suspicious Stranger Reporting Protocol be appended to Operating Procedure OP25 - The Trespass to Property Act.

Recommendation u) was put to a vote and was CARRIED.

(v) That the Protocol Between Shelters and Boards of Education be included in the Safe Schools document.

Recommendation v) was put to a vote and was CARRIED.

(w) That Operating Procedure SP5 - Police Interviewing Students, as revised, be included in the Safe Schools document.

Recommendation w) was put to a vote and was CARRIED.

(x) That Violent Incident Form and the operating procedure on Violent Incidents Reporting Procedures be approved and included in the Safe Schools document.

Recommendation x) was put to a vote and was CARRIED.

(y) That the Protocol for Reporting Incidents to the Police be appended to the Violent Incidents Reporting procedures.

Recommendation y) was put to a vote and was CARRIED.

(z) That Operating Procedure SP25 - Safety of Staff During Home Visits be included in the Safe Schools document.

Recommendation z) was put to a vote and was CARRIED.

(aa) That the Restraint Procedures be appended to the Discipline Policy of the Hamilton Board of Education.

Recommendation aa) was put to a vote and was CARRIED.

(bb) That Operating Procedure OP6 - Vandalism and Theft be included in the Safe Schools document.

Recommendation bb) was put to a vote and was CARRIED.

(cc) That a common trespass sign be posted at all entrances in all schools with a consistent and common wording - *Upon Entry, All Visitors Must Report to the Office*.

The wording and intent of the common trespass sign produced a lengthy debate, with several trustees advocating a more welcoming wording than recommended.

Moved in amendment by Mrs. Bishop:

That Clause 1. (cc) be amended as follows:

(a) That the words "*Welcome to our school*" precede the words "*Upon Entry ...*".

Mr. Quinn advised that the additional words defeat the intent to control entry of visitors to schools.

Those speaking against the amendment noted:

- .it is the treatment people receive in a school that makes one welcome
- .the wording is that recommended by the Board's legal counsel

Those in support of the amendment stated:

- .the desire for the community to feel welcomed at the school
- .the additional words were not contradictory to the intent of having people report to the office
- .sign seen as unfriendly and unwelcoming
- .a sign will not control dangerous strangers in schools

Mr. Quinn reaffirmed the wording allows administration to make a determination about persons in the school.

The amendment was put to a vote and was LOST.
Recommendation cc) was put to a vote and was CARRIED.

(dd) That all schools establish a Safe School Committee with student, parent and community participation.

Recommendation dd) was put to a vote and was CARRIED.

(ee) That the sample of the Safe School Action Planner be included in the Safe Schools document.

Recommendation ee) was put to a vote and was CARRIED.

(ff) That a budget of \$1,500 be approved for the duplication of materials to be included in the Safe Schools binder.

Recommendation ff) was put to a vote and was CARRIED.

(gg) That a budget of \$2,200 be allocated for the production of common trespass signs for all Hamilton Board of Education schools.

Although signs are only being made in English at first, Mr. Quinn acknowledged that each school may add additional languages as necessary. Mr. Desmarais suggested signs be made at vocational schools.

Recommendation gg) was put to a vote and was CARRIED.

Communications SubCommittee Recommendations

(hh) That communications programs as set out in the Communication Strategy be approved.

Recommendation hh) was put to a vote and was CARRIED.

(ii) That a budget of \$20,000 be allocated to support the communication programs.

Recommendation ii) was put to a vote and was CARRIED.

Miss Cunningham thanked both the participants for their work and the community for their interest in this document.

Several trustees offered their commendations to the members of the Safe School Steering Committee for the report.

Noting members were being requested to leave their Safe School binders on the desk, Mr. Quinn stated sample copies would be provided in the lounge for access by trustees. Most of the present contents will be destroyed as they have been revised.

The meeting then adjourned.

Read and confirmed,

URBAN/MUNICIPAL
CA4 ON HBL W 26
M34
1995

FEBRUARY, 1995

OPERATIONS

AND

URBAN MUNICIPAL

FEB 20 1995

FINANCE

GOVERNMENT DOCUMENTS

COMMITTEE



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

FROM: [illegible]

TO: [illegible]

SUBJECT: [illegible]

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1995 02 07

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THE UNIVERSITY OF CHICAGO
LIBRARY

1961

RESEARCH ALONG THE LINE

1. The first section is devoted to the study of the line.
2. The second section is devoted to the study of the line.
3. The third section is devoted to the study of the line.
4. The fourth section is devoted to the study of the line.

THE LINE

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THE LINE

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**MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1995 02 07**

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also

Present: Trustees Bishop, Darby, Gage, Hill, Johnstone, MacDonald, Mulholland, Paquin and Rodgerson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
G. Rutledge, Controller
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City

Miss Cunningham advised that regrets for not being able to attend were received from Trustee Johnston.

Moved by Mr. Hicks:

That the minutes of the regular meetings of 1994 12 06 and special meetings of 1994 12 08 and 1995 01 17 be approved as presented. CARRIED.

Miss Cunningham asked for, and received permission from the members, to deal with the SHAIR presentation as the first item of business. *[Please refer to discussion on Page 3.]*

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

**Verbal Report re Education
Centre Parking Lot and
Security of all Board Sites**

Denver Haynes, Manager, Administrative Services, advised that a report and recommendations will be presented to the March meeting of the Operations and Finance Committee and will address installation of mechanical devices and security technology.

It was agreed:

That the Verbal Report re Education Centre Parking Lot and Security of all Board Sites be received for information.

**Report re Education Centre
Staff Equity Parking**

Denver Haynes, Manager Administrative Services, presented the report.

Moved by Mr. Mulholland:

That the Report on Education Centre Staff Equity Parking be received for information and the following recommendations be approved:

a) That the Proposal for Education Centre Staff Equity Parking be approved and implemented effective 1995 09 01.

b) That the Education Centre Staff Equity Parking Proposed Annual Fee of \$75.00 for the period commencing 1995 09 01 be approved and implemented effective 1995 09 01.

c) That the Budget Review Committee Snow Removal letter dated 1986 03 20 be received for information.

As a committee representative, Mr. Mulholland endorsed this solution as "extremely fair".

In response to questions from Mrs. Rodgerson, Mr. Haynes explained this report addresses the issue of staff equity by providing all employees access to parking for the same fee through the rental of additional spots at a nearby parking lot. Employees, many of them secretaries, currently pay between \$45 to \$75 per month parking costs in comparison to the annual \$75 charge to those employees with on-site parking privileges. He explained how the fee was calculated as well as the intended allocation of spots.

Stating the report addresses concerns raised by trustees and provides a fair and equitable solution, Mr. Darby called the question and it was CARRIED.

The motion was put to a vote and was CARRIED.

Actuarial Report -
Retirement Gratuity Reserve
- to be deferred

Mr. Shewfelt advised an actuarial study is being conducted by Wyatt and Company to determine the soundness of the gratuity reserve. It is anticipated that recommendations will be brought to the Committee in April.

Sharing of Assessment -
Status Report on Pooling

The report was presented and reviewed by Mr. Rutledge.

In response to concerns about strategies, Mr. Goodridge stated "very strong" letters were written to the Minister of Education and Training clearly indicating the position in which this board has been placed. In addition, the Ontario Public School Boards' Association (OPSBA) has also made very forceful statements about pooling.

Mr. Mulholland observed that if the Separate School Board's share of assessment increased, he would anticipate that this Board's costs associated with pooling assessment should decrease.

Relative to students entering/exiting our system, Mr. Shewfelt explained that such information is tracked.

Moved by Ms. Orban:

That the Report re Sharing of Assessment - Status Report on Pooling be received for information.

Mrs. Hill verified that tracking would also identify incoming students who require special services in addition to the regular programs.

The motion was put to a vote and was CARRIED.

NEW BUSINESS:

Presentation - SHAIR International Resource Centre

Miss Cunningham welcomed Alia and Karur Ahmed-Osman, Kathy Garay, Dan Armstrong, Michael Rosas and Angela Morley - students representing six schools from local boards who made the presentation.

In response to questions, the students recognized that contracts with suppliers have to be honoured. Their boycott of all PepsiCo products is intended to support a boycott initiated in Burma; however, their focus is also to increase product choices in schools if contracts cannot be retracted. Their survey of local schools, including Delta, Westmount, Scott Park, Barton, Westdale, Sir John A. Macdonald and Sir Allan MacNab Secondary Schools, revealed that in some schools PepsiCo products are sold exclusively.

When asked whether their boycott would affect local PepsiCo workers, members were assured the intent of the boycott was to focus public attention on the company's involvement in Burma.

Miss Cunningham thanked the presenters, advising their presentation would be referred to the officials for a response.

It was agreed:

That the presentation by SHAIR International Resource Centre re PepsiCo be referred to the officials.

An Overview of our Property Assessment Base

Noting he had invited Mr. R. L. Cushing, Regional Assessment Commissioner to be present at this meeting, Mr. Shewfelt apologized for his absence. Mr. Shewfelt remarked on the need to focus more attention on the board's assessment base. Citing the continued increase in property tax write-offs and proposals in the Royal Commission Report, Mr. Shewfelt advised discussions have been initiated with both the City and Regional Assessment offices to discuss concerns about the management of our assessment data base. In closing, Mr. Shewfelt related his intent to have Mr. Cushing address trustees on this issue at a future meeting.

Mr. Hicks requested, and was assured that, within the budget information supplied to trustees this year, there will be a section outlining the implications associated with changes in assessment.

Budget Meeting Dates

Mr. Shewfelt remarked his intent to discuss budget dates more fully at the Resource Management Workshop tomorrow evening, 1995 02 08, and suggested the

following tentative dates: 1995 02 27 and 28, 1995 03 01, 06, 08, 27 and 30. The latter dates are subject to the release of General Legislative Grants and the Minister of Education and Training's statements on the Royal Commission's Report on Learning.

Correspondence from the
City of Hamilton regarding
VE Day Celebrations
(referred at 1995 01
19 Board)

Moved by Mr. Desmarais:

That the correspondence from the City of Hamilton regarding VE Day Celebrations be received for information and the following motion be approved:

a) That, in recognition of the 50th Anniversary of the end of the hostilities in the European Theatre of Operations, the Hamilton Board of Education support the City of Hamilton's initiative by incorporating the significance of VE day into programs and activities in our elementary and secondary schools on 1995 05 08.

Stating his belief that it would be a disservice to all students in our system not to recognize this anniversary, Mr. Desmarais wholeheartedly supported constructive and worthwhile programming to commemorate the cessation of World War II.

Mrs. Hill asked that the Mayor be apprised that such requests cannot easily be handled on short notice as the school year calendar is set a year in advance.

The motion was put to a vote and was CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS:
Recommendations of the
Director of Education

Moved by Mr. Stewart:

That the recommendations of the Director of Education be approved as presented.

Mr. Stewart was advised that approximately 75% of the total cost of Hill Park's Art/Music trip to Italy will be met through fundraising activities.

The motion was put to a vote and was CARRIED.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

CA4 ON HBL W26
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1995

**MINUTES OF THE SPECIAL MEETING OF THE
OPERATIONS AND FINANCE COMMITTEE**

1995 02 27

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also Present: Trustees Bishop, Darby, Hill, Johnston, Johnstone and Mulholland.

URBAN MUNICIPAL

Officials

Present:

D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent – Administrative and Operational Services)
N. Nicholls (Superintendent of Schools – Mountain)
R. Lavoie (Superintendent of Schools – French as a First Language)
F. Cooke (Assistant Superintendent of Program)
M. Matier (Assistant Superintendent of Schools – Mountain)
S. Thompson (Assistant Superintendent of Schools – Lower City)
G. Rutledge (Controller)

MAR 9 1995

GOVERNMENT DOCUMENTS

Miss Cunningham called the meeting to order, noting regrets for not attending were received from Trustees Korz, Paquin and Patenaude.

GENERAL

NEW BUSINESS:

Presentations and Review of the 1995 Budget Estimates

Opening Remarks

Noting a serious shortfall of \$25.6 million in the 1995 preliminary estimates, Mr. Goodridge pointed to the difficult financial situation for the Hamilton Board. He concluded that tougher decisions have to be made this year to prevent a projected 16.9% increase in the mill rate.

Mr. Goodridge offered the following six budget strategies identified by Senior Management for the trustees to consider in order to offset the estimated shortfall:

- ▶ a meeting of federation, union and other employee groups to, in partnership, identify means of reducing expenditures on salaries, wages and benefits;
- ▶ a re-examination of instructional and classroom supplies and services;
- ▶ a one-year freeze on plans to upgrade and expand classroom technology;
- ▶ a one-year moratorium on capital expenditures-related school and facility repairs, renovations and replacement equipment;
- ▶ an overall review of the entire salaries and wages expenditure line, examining all facets and Social Contract implications; and
- ▶ continued and intensified initiatives to build co-operative ventures and shared services with other boards, the municipality and community agencies, such as the current purchasing consortium.

Mr. Goodridge emphasized that the Board will require tremendous teamwork and partnership to be able to come through this difficult budget situation.

At this point, Mr. Goodridge spoke about last Friday's announcement from the Ministry of Education and Training regarding the redefinition of board boundaries and further administrative cost reduction. Although considering this as an issue of concern, he felt our efforts should be focused to the pressing local financial reality.

Overview of the 1995 Budget Estimates

Mr. Shewfelt reviewed the Introductory Budget Letter, noting the 1995 preliminary estimates for revenues are presented based on the 1994 Regulations for the General Legislative Grants. The estimates for expenditures are based upon the Resource Management Strategy Model which was adopted by the Board in October, 1994. Mr. Shewfelt emphasized that the proposed expenditures for 1995 are reported for each of the twenty categories according to each Superintendent's area of responsibility, including comparative figures for 1994.

Following concerns that the "team approach" with the various administrators and representatives in the system be emphasized, the Director was asked to keep the trustees apprised of the ongoing team approach with employee groups during the budget process.

During discussions, additional information for a future meeting was requested as follows:

- clarification of the deficit, particularly the impact of the items which trustees added back into the budget during the year
- where the Canada Ontario Infrastructure Works (COIW) grants (Page 3) are shown on the Revenue side of the budget
- a written explanation for the difference between the "1994 actuals" and the "1994 approved budget" for salaries and wages (Page 2 – Summary tab)

Suggestions for review/consideration were put forward as follows:

- the status of Mr. Mulholland's proposal regarding the restructuring of the Dundurn facility and the suggestion that potential savings should be determined in order to assist in the budget deliberations

At this point, the Director of Education and Secretary left the meeting due to an important commitment. He advised that Mr. Quinn, Superintendent of Schools – Lower City, was unable to attend tonight because of illness.

Program Services

In reviewing the 1995 Preliminary Estimates for the Program Services Department, Miss Bond highlighted the identified program priorities for the year.

Miss Cunningham then called for general questions from the members.

Suggestions for consideration were put forward as follows:

- those programs that are eligible for grants but which are not self-sustaining (i.e. Heritage Language, Summer School)
- investigate available opportunities to enhance the grant funding available for English as a Second Language programs investigated (as is done in other Boards of Education)

Following some discussion and at the Chairman's direction, Mrs. Johnstone formally requested that a "quarterly statement of spending by superintendency" be an agenda item on the March Agenda of the Operations and Finance Committee

During discussions, additional information for a future meeting was requested as follows:

- itemized figures for the various categories on Pages 26–27 rather than the totals shown under Superintendent of Program

- the amount spent on secondary school physical education electives (tennis, golf, etc.)
- the apparent duplication shown on Page 12 (Program Services) and Page 24 of Superintendents of School
- the maintenance costs for Mohawk Trail Museum
- timelines for the report on Travel Allowances to the appropriate Standing Committee
- synopsis of spending for legal fees
- is the Co-op program still staffed and supervised by qualified teachers

Suggestions for review/consideration were put forward as follows:

- potential savings from buying general supplies directly from wholesalers be considered

Some members submitted it is the responsibility of Senior Management to develop a list of priorities (showing the 'least' and 'most' priority items at either ends of a continuum) for this Board and affirmed that trustees need direction from the officials to facilitate the difficult decision process; on the other hand, it was pointed out that small details warrant close scrutiny and should not be compromised.

Miss Cunningham confirmed that the Special Meetings of the Operations and Finance Committee, tentatively scheduled for 1995 02 28 and 03 01, will be held for the purpose of hearing the presentations by the Director and Secretary and the remaining Superintendents as outlined in the Budget Book.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

THE SECRETARY OF THE ARMY
WASHINGTON, D. C.
JAN 10 1917
SIR
I have the honor to acknowledge the receipt of your letter of the 1st inst. in relation to the proposed purchase of land for the proposed establishment of a new military post at the mouth of the Colorado River, in the Territory of New Mexico.
The Department is at present considering the matter and will advise you as soon as a decision has been reached.
Very respectfully,
THE SECRETARY OF THE ARMY

**MINUTES OF THE SPECIAL MEETING OF THE
OPERATIONS AND FINANCE COMMITTEE**

1995 02 28

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also

Present: Trustees Bishop, Darby, Hill, Johnston, Johnstone, Korz, Mulholland, Patenaude and Rodgers.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
R. Lavoie, Superintendent of Schools - French as a First Language
G. Rutledge, Controller
S. Thompson, Assistant Superintendent of Schools - Lower City
F. Cooke, Assistant Superintendent - Program

Miss Cunningham advised that regrets for not being able to attend were received from Trustee Paquin.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Presentation and Review of the 1995 Budget Estimates:

▪ **Director and Secretary**

Mr. Goodridge reviewed the projected expenditures and appropriate rationale, noting page 3 covers costs related to trustees. He noted that any adjustments to the estimates have been left to the trustees' prerogative.

Several times throughout the meeting trustees requested that all magazines/subscriptions be reviewed to eliminate duplication and that this material be catalogued through the Library for distribution. Mr. Goodridge stated Ingrid Scott, Librarian, will develop a list of subscriptions.

▪ **Superintendents of Schools**

Additional information was distributed which correlates to the budget book. Mrs. Nicholls presented on behalf of the Mountain and Lower City Offices stating the main issues/concerns to which resources were applied are: a) school plans, b) Safe Schools Policy and its implementation, c) implementation of Common Curriculum, d) Literacy emphasis and e) Parent Groups - inservice. Mrs. Nicholls observed that school budgets, excluding salaries, amount to approximately 4%-5% of the total Board budget.

During discussions, additional information for a future meeting was requested as follows:

- that there is no overlap in the Contractuals for rentals identified in this area and in Program Services
- the total amount for 'recoverable staff' in the budget [it was noted that '099' codes represent recoverable staff]

The following suggestion for consideration was put forward:

- streamlining the purchase of software and the use of per pupil allocations on a system - rather than a school - basis to ensure the best value for these funds

■ French Language Section

On behalf of the Chairman of the French Language Section, Miss Cunningham extended an invitation to all trustees to attend their budget discussions on Monday, 1995 03 13.

■ Administrative and Operational Services

Ms. Gillie reviewed the report, advising the \$5 million increase is a reflection of various reports approved by the Board, such as the Accommodation Report, and targets the areas of focus identified by the Director.

Ms. Gillie noted her intent to provide a report next week regarding long term planning for classroom computers. She will take into consideration the anticipated announcement of the Minister of Education and Training this week about technologies and funding for hardware and software support. Included in this report will be information related to Grant Eligible Computers, leasing options, repair costs versus replacement costs, purchase of software, etc.

Ms. Gillie agreed to remove the * beside the position of Regulated Substance Supervisor on page 8 as it is not a temporary position. A report will also be submitted to the Board by June, 1995 regarding the Regulated Substance Response team (formerly Asbestos Response Team).

During discussions, additional information for a future meeting was requested as follows:

- the 1994 costs for the asbestos program and possible expenditure reductions (page 20)
- the labour savings accrued as a result of the Lighting Energy Reduction Program (page 21)
- a report on replacing the Site Leaders' pagers with mobile phones

Suggestions for review/consideration were put forward as follows:

- areas for contracting in that are presently contracted out, i.e. assign inter-school delivery service to warehouse staff, Painting Program, etc.
- a reduction in the Snow Removal allocation
- expenditures related to Repair Request Memos and the Major Repair Program

When the Chairman noted there were no further questions for the Superintendent, it was

Moved by Mr. Mulholland:

That this Committee adjourn for the evening.

Mr. Stewart stated his preference that the two remaining Superintendents have the opportunity to present, thereby eliminating the need for a meeting tomorrow evening.

The motion was put to a vote and was LOST.

Following a five minute recess, the presentations continued.

■ Human Resources Services

Mr. Binns presented his report, highlighting several areas of large fluctuation - representative of increased responsibilities or funds transferred to other Superintendents or to school budgets.

The following suggestion for review/consideration was put forward:

- reduction of the Legal Fee allocation

Emanating from concerns about the Social Contract, Mr. Binns remarked that a report on the effect of the Social Contract on the budget will be presented to the trustees next week. A request was made to include an information sheet prepared by the Ontario Public School Board's Association on the ten-year impact of the Social Contract.

■ Financial Services

In reviewing this report, Mr. Shewfelt noted that all expenditures have been flatlined with the exception of the \$2.5 million increase in Fixed expenditures. He outlined in detail the four major areas which contributed to this increase. (Page 1)

Relative to Page 28 of the Financial Services section, he requested that the following changes be made under the 1995 Budget of Capital Reserves:

Opening Balance - change from \$1,349,000 to \$884,000

Interest Earned - change from \$98,000 to \$64,000

Closing Balance - change from \$1,503,000 to \$1,000,000

Mr. Shewfelt informed members that, in conjunction with the Superintendent of Human Resources, a report regarding the stability of the Retirement Gratuity Reserve will be compiled for the Operations and Finance Committee meeting in April.

Suggestions for review/consideration were put forward as follows:

- no accumulation past the 90 factor in qualifying for the Retirement Gratuity Reserve
- possible avenues to reduce vandalism in light of increased insurance premiums and
- review of the Board's Transportation Policy as figures indicate that 10% of the Board's student population is receiving some form of transportation.
- caution expressed relative to the Tuition fees paid for students attending Etobicoke and Halton Board's programs noted on page 19.

Miss Cunningham confirmed that the Special Meeting of the Operations and Finance Committee scheduled Wednesday, 1995 03 01 is CANCELLED. The next meeting will be held Monday, 1995 03 06 to continue budget deliberations.

The meeting then adjourned.

Read and confirmed,

cv

.....
Chairman

MINUTES OF THE
SPECIAL MEETING OF THE
OPERATIONS AND FINANCE COMMITTEE
1995 03 06

MAR 24 1995

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also Present: Trustees Bishop, Darby, Gage, Hill, Johnston, MacDonald, Mulholland and Rodgerson

Officials Present: D. Goodridge (Director of Education and Secretary), P. Shewfelt (Superintendent of Finance and Controller), E. Bond (Superintendent of Program), R. Binns (Superintendent of Human Resources), P. Gillie (Superintendent - Administrative and Operational Services), M. Quinn, (Superintendent of Schools - Lower City), N. Nicholls, (Superintendent of Schools - Mountain), R. Lavoie, (Superintendent of Schools - French as a First Language), G. Rutledge, (Controller), M. Matier, (Assistant Superintendent of Schools - Mountain) and F. Cooke, (Assistant Superintendent - Program).

Miss Cunningham advised that regrets for not being able to attend were received from Trustees Johnstone, Korz, Patenaude and Paquin.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Budget Reductions Not Implemented - 1994

Mr. Binns advised of two areas within Human Resources wherein reductions in the 1994 budget were not implemented and the savings which did not accrue: a) Workload Study - \$221,000, b) Lunchroom Supervisors - \$100,000.

Responding to queries about the Workload Study, Mr. Goodridge acknowledged that the issue of contracting in/out needs to be decided; however, he cautioned that it must be considered in the context of the "whole system" rather than by itself.

Mr. Mulholland opposed revisiting the Workload Study. Miss Cunningham welcomed his offer to bring a proposal for estimated savings of \$3 million per year that would not impact on the classroom.

Moved by Mrs. Bishop:

That a working group of trustees and appropriate staff be established to discuss industrial cleaning standards and contracting out/in and bring back recommendations.

Noting there is a potential for savings by reviewing the Study, Mrs. Bishop suggested Mr. Mulholland be included in this group.

Relative to Mrs. Bishop's intent that recommendations be brought back within the budget process, Mr. Binns stated time constraints preclude the compilation of a report prepared collaboratively with the union.

Those in favour felt that such a working group would provide a forum for open discussions among CUPE, trustees and administrators. Others judged the time lines for reporting back as too short to resolve this issue, preferring Mr. Binns prepare a report relative to the \$221,000 savings.

Mr. Goodridge welcomed proposals from employee groups that could save the Board money, observing management's prerogative to analyze and indicate potential implications. He indicated his willingness to work collaboratively with CUPE and bring recommendations to the Board.

Mrs. Rodgerson indicated her preference for that direction and stated she was prepared to make such a motion should the motion on the floor not be approved.

Mr. Binns confirmed Mr. Stewart's comments that a committee studying contracting in/out already exists. When it was suggested that a trustee be appointed to the committee, Miss Cunningham noted that trustee appointments to staff committees are at the Chairman's discretion.

The motion was put to a vote and was LOST.

Noting the remaining items on the agenda were in response to discussions at previous meetings, it was

Moved by Mr. Hicks:

That this Committee meet in an in-camera session and come back to the public agenda when appropriate. CARRIED.

The committee then met in-camera.

The public session re-convened at 23:15 hours.

Moved by Dr. Johnston:

That Senior Management be empowered to submit a revised budget reflecting an increase of up to 4% in the mill rate for 1995.

Mr. Goodridge believed that employee group leaders understand the seriousness of this budget and that a balance has to be realized between increased taxes and concessions by employee groups.

Trustees opposed to the motion:

- advocated a lower percentage target
- considered the motion premature
- expressed concern that the message to the public was that an increase was acceptable.

Those in favour of the motion noted:

- the percentage is an attainable goal
- revenue is the problem and that some assistance will have to come from the public.

Suggestions for review/consideration were put forward as follows:

- less expensive alternatives to legal opinions
- pilot project grants for high risk children in conjunction with Dr. Dan Offord

Prior to the vote, Dr. Johnston emphasized that the motion does not prevent senior management from bringing in a budget of less than four percent. His intent was to assist the Director in his consultations with the federations/unions.

The motion was put to a vote and was LOST.

The meeting then adjourned.

Read and confirmed,

URBAN/MUNICIPAL

CAY ON HBL W26

M34
1995

MARCH, 1995

OPERATIONS

URBAN MUNICIPAL

AND

MAR 24 1995

FINANCE

GOVERNMENT DOCUMENTS

COMMITTEE



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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OPERATIONS & FINANCE COMMITTEE
1995 03 07

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THE NATIONAL ARCHIVES
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2. Records of the Department of the Interior, Bureau of Land Management, 1909-1945.
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4. Records of the Department of the Interior, Bureau of Land Management, 1960-1975.
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7. Records of the Department of the Interior, Bureau of Land Management, 1985-1990.
8. Records of the Department of the Interior, Bureau of Land Management, 1990-1995.
9. Records of the Department of the Interior, Bureau of Land Management, 1995-2000.
10. Records of the Department of the Interior, Bureau of Land Management, 2000-2005.

RECORDS

RECORDS OF THE DEPARTMENT OF THE INTERIOR

11. Records of the Department of the Interior, Bureau of Land Management, 2005-2010.
12. Records of the Department of the Interior, Bureau of Land Management, 2010-2015.
13. Records of the Department of the Interior, Bureau of Land Management, 2015-2020.
14. Records of the Department of the Interior, Bureau of Land Management, 2020-2025.
15. Records of the Department of the Interior, Bureau of Land Management, 2025-2030.

MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1995 03 07

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also

Present: Trustees Bishop, Darby, Johnston, Johnstone, Korz, Mulholland and Rodgerson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
G. Rutledge, Controller
M. Matier, Assistant Superintendent of Schools - Mountain.

Miss Cunningham announced that regrets for not being able to attend were received from Trustees Hill and Paquin.

Moved by Canon Rogers:

That the minutes of the regular meetings of 1995 01 10 and 1995 02 07 be approved.
CARRIED.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Presentation re Assessment Base
- Mr. R. L. Cushing, Regional
Assessment Commissioner

Mr. Shewfelt introduced Mr. Cushing, stating he felt information related to the assessment base, tax appeal process and the stability of the assessment base would of benefit to the members.

Mr. Cushing's comments focused on four areas:

- his role and responsibilities as Regional Assessment Commissioner

- assessment appeals/adjustments

Many firms are seeking a reduction in their property taxes as a result of downsizing or streamlining of operations.

- reassessments - benefits/drawbacks

Mr. Cushing explained the tax appeal process and related it to recent appeals involving J. I. Case, Dofasco and Stelco and awards related to condominium developments. He acknowledged the impact of large appeals; however, he noted that appeals are not filed with his office and he is often not aware of an appeal until shortly before it proceeds to court.

- future perspective for growth related to the Board's budget

Mr. Cushing was not optimistic about the prospect of growth in the industrial or commercial tax base and noted the minimal increases related to renovations in residential. The main area of growth is residential housing in the surrounding region.

Miss Cunningham thanked Mr. Cushing.

It was agreed:

That the Verbal Presentation by Mr. R. Cushing, Regional Assessment Commissioner regarding the Assessment Base be received for information.

At this point in the meeting, Miss Cunningham received permission from the members to deal with Mr. Korz' item [please refer to Page 6]

Response from the Officials
to the Presentation by
Woodview Children's Centre
re rental rates

Moved by Mr. Stewart:

That the Response from the Officials to the Presentation by Woodview Children's Centre re rental rates be received for information and the following recommendations be approved:

a) That the Woodview Centre program, while operating within open school facilities, be exempt from the Rental Rate Policy and that a nominal fee of \$1.00 per annum be imposed.

b) That all qualifying Ministry of Education and Training Section 27 treatment facilities accommodated in open schools of the Board be charged a nominal fee of \$1.00 per annum.

c) That any qualifying Ministry of Education and Training Section 27 programs accommodated in closed Board facilities be charged the appropriate operating costs associated with the space provided.

CARRIED.

Mr. Ludkin, Program Manager, Woodview Children's Centre, who was in the audience, commended the resolution contained in the report.

Report re Education Centre
Parking Lot and Security of
all Board Sites

Mr. Haynes, Manager, Administrative Services, reviewed the report and recommendations which will be implemented in two phases. A report with recommendations for a third phase is expected to be presented in June.

Responding to questions, Mr. Haynes explained the staffing arrangements for security, monitoring and the parking lot. Expenditures related to this report are included in the budget; however, he noted there may be a reduction in hours to offset some costs. Mr. Haynes acknowledged that the third phase would relate to installation of security cameras and several trustees voiced their opposition.

Dr. Johnston asked that the four recommendations be voted on separately.

Moved by Mr. Darby:

That the Report re Education Centre Parking Lot and Security of all Board Sites be received for information and the following recommendations be approved:

a) That controlled electronic access to the Dundurn Street South service facility at all times, except during the regular Monday to Friday business hours, be approved and implemented by 1995 05 01.

b) That the installation of mechanical parking gates with electronic card access at the Education Centre parking lot be approved and implemented by 1995 09 01.

c) That upgrading of the security monitoring equipment in the Education Centre be approved and implemented by 1995 09 01.

d) That continuous twenty-four hour a day staffing of the security monitoring operation in the Education Centre be approved and implemented by 1995 05 01.

Clause a) was put to a vote and was CARRIED.

Clause b) was put to a vote and was CARRIED.

Clause c) was put to a vote and was CARRIED.

Clause d) was put to a vote and was CARRIED.

NEW BUSINESS:

Request for a liquor licence
- Sir John A. Macdonald
Secondary School's 25th
Anniversary

Moved by Mr. Darby:

That Sir John A. Macdonald Secondary School be granted permission to obtain a liquor licence for its 25th Anniversary celebrations to be held the evenings of 1995 06 02-03.

When Dr. Johnston noted that approval of this request is not in accordance with the Board's policy, Mr. Stewart advised that the Policy Review Committee is recommending the addition of the phrase "without Board approval" to this policy to reflect Board practice.

The motion was put to a vote and was CARRIED.

Motion re Trustees' Travel
Allowance and Parking Fees
at the Education Centre -
referred at 1995 02 16 Board

The members approved Mr. Mulholland's request to withdraw the following motion to replace it with a more clearly worded motion:

a) That the travel allowance of \$1,150 for trustees be amended to \$1,134.21 for travel and parking at the Education Centre.

Moved by Mr. Mulholland:

a) That effective 1995 09 01, the annual fee for trustee parking at the Education Centre be prorated equally amongst all trustees and that the annual travel allowance be adjusted accordingly.

CARRIED.

Short Term Disability
Transportation -
requested by Trustee Hill

Speaking on behalf of Mrs. Hill, Mrs. Bishop referred to the withdrawal of provincial funding for short term disability transportation. Mrs. Bishop asked that the cost effectiveness of providing such transportation versus the provision of an itinerant teacher be reviewed and the policy changed if necessary.

Moved by Mrs. Bishop:

That the issue of Short Term Disability Transportation be referred to the officials for a process to be brought back to the Operations and Finance Committee.

Trustees speaking against the motion noted:

- this issue is more complex than just transportation as it has program implications
- the Board cannot "solve the world's problems"

Suggestions relative to this issue included:

- the C.A.S. contacting Big Sisters' Association re volunteers

Upon hearing members' comments, Mrs. Bishop revised her motion as follows:

That the issue of Short Term Disability Transportation be referred to the officials for a process to be brought back to the Operations and Finance Committee.

Despite Mrs. Bishop's assurances that provision of transportation for students through DARTS is not within their mandate, members urged that this possibility also be pursued.

The motion was put to a vote and was LOST.

Request for Quarterly Operating
Statements by Superintendency
- Trustee E. Johnstone

Mr. Shewfelt advised that a revised format for the Interim Financial Statements was approved in November.

Report of the Transportation
Committee

As Chairman of the Transportation Committee, Mr. Darby sought permission to add this Report to the agenda.

The Chairman called for a vote and it was Carried with the necessary two-third's majority.

Moved by Mr. Darby:

That the following Report of the Transportation Committee be approved:

a) That the verbal update regarding shared occupancy with the Hamilton-Wentworth Roman Catholic Separate School Board be received for information.

Emanating from the Transportation meeting held earlier this evening, Mr. Darby updated members regarding the verbal response from the Hamilton-Wentworth Roman Catholic Separate School Board and their willingness to participate in double bus runs in areas where schools are in close proximity.

Mr. Stewart added that this pilot program, scheduled to begin this September, has the potential to save each board \$250,000. Logistical problems such as which school receives the first/last runs and changes in school hours will be negotiated as equitably as possible. The intent of the double bus runs is to use the same bus to complete two routes, one for a public school and one for a separate school.

The motion was put to a vote and was CARRIED.

Mr. Darby then requested permission to lift the following motions from the 1994 11 29 Report of the Transportation from the table:

a) That the Board participate in the Joint Transportation Project to implement a computerized routing and scheduling system.

b) That the Superintendent of Finance and Treasurer proceed to finalize the details of the joint contract.

c) That a progress report be provided in November, 1995.

Permission to lift these motions was put to a vote and was CARRIED.

Clause a) was put to a vote and was CARRIED. Miss Cunningham requested that she be recorded as voting opposed.

Clause b) was put to a vote and was CARRIED. Miss Cunningham requested that she be recorded as voting opposed.

Moved in amendment by Mr. Stewart:

That Clause c) be amended to read: That an interim report be provided in June, 1995 with a further progress report to be provided in November, 1995.

The intent of this amendment is to ensure both the system and the public are made aware of the changes resulting from this joint pilot project.

The amendment was put to a vote and was CARRIED. Clause c) as amended was put to a vote and was CARRIED.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Verbal Update from Working Group re Kindergarten registration practices

Mr. Matier updated members on the committee's membership and their work to date. He anticipates a report with recommendations will be presented to the June meeting.

Moved by Canon Rogers:

That the Verbal Update from the Working Group re Kindergarten registration practices be received for information. CARRIED.

NEW BUSINESS:

Recommendations of the Director of Education

Moved Mr. Darby:

That the recommendations of the Director of Education be approved.

Relative to Clause (iv), Mrs. Rodgerson apprised the Committee of concerns that the "service-oriented" form of fundraising by students for this trip may result in parents paying for more than \$50 per day - should this type of fundraising fall short of its goal.

Mrs. Nicholls advised this form of fundraising was presented to parents before being implemented with the understanding that students' total earnings would be monitored to ensure any shortfall could be rectified by school group fundraising.

Members briefly discussed Mrs. Rodgerson's concern that this form of fundraising is "bending" the Board's policy of fundraising.

When it was suggested that Clause iv) be voted on separately, Mr. Stewart cautioned that refusing permission for this trip would require that all fundraising activities for school trips be detailed.

The motion was put to a vote and was CARRIED.

Request for a Policy re Outdoor Student Activities During Cold Weather - Trustee Korz

Resulting from complaints he has received, Mr. Korz requested a report be compiled relative to days of extreme cold and wind chill factors. At present decisions about sending students out for recess or lunch are made on a school-by-school basis.

Moved by Mr. Korz:

That the administration, together with principals, draft an Operating Procedure on outdoor activities and recess during periods of severe wind chill, and that this draft be brought back to the Operations and Finance Committee for approval.

Moved in amendment by Mr. Mulholland:

That the motion be referred to the Policy Review Committee.

Trustees provided the following rationale in speaking against the referral:

- these situations are more appropriately handled through the Director's Office
- it is not necessary to legislate a policy for every situation
- the Policy Review Committee already faces a large task
- principals use good common sense in making judgements

Trustees supporting the referral noted:

- a policy protects the corporate body from liability
- this issue could be incorporated into the policy dealing with Snow Closure

The amendment was put to a vote and was LOST.
The motion was put to a vote and was LOST.

Mr. Goodridge drew attention to Regulation 298 which clearly articulates that the duties of principals include responsibility for the safety of the environment for students. Within that context, he offered to reinforce this concern with principals.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

MINUTES OF THE SPECIAL MEETING OF THE
OPERATIONS AND FINANCE COMMITTEE
1995 03 09

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also

Present: Trustees Bishop, Darby, Gage, Johnston, Johnstone, Korz, MacDonald, Mulholland, Paquin and Rodgeron.

Officials

Present: D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent – Administrative and Operational Services)
N. Nicholls (Superintendent of Schools – Mountain)
M. Quinn (Superintendent of Schools – Lower City)
F. Cooke (Assistant Superintendent of Program)
M. Matier (Assistant Superintendent of Schools – Mountain)
S. Thompson (Assistant Superintendent of Schools – Lower City)

Miss Cunningham called the meeting to order, noting regrets for not attending were received from Trustee Hill.

The Committee met in-camera prior to the public session which convened at 22:10 hours.

GENERAL

NEW BUSINESS:

Reductions for Consideration:

Capital Allocations from \$10.6 million to \$6.4 million

Noting this is the first budget reduction that will be recommended, Mr. Goodridge advised that Ms. Gillie is re-allocating and re-distributing the budget accordingly.

Following some brief discussion, the Chairman asked the Committee whether it wanted to proceed through the Agenda or defer the items to the next meeting.

Moved by Mr. Darby:

That this meeting be adjourned.

CARRIED

Read and confirmed,

CHAIRMAN

**MINUTES OF THE SPECIAL MEETING
OF THE OPERATIONS AND FINANCE COMMITTEE
1995 03 21**

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also

Present: Trustees Bishop, Darby, Gage, Johnston, Johnstone, Korz, MacDonald, Mulholland, Paquin, Patenaude and Rodgerson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
R. Lavoie, Superintendent of Schools - French as a First Language
G. Rutledge, Controller
M. Matier, Assistant Superintendent of Schools - Mountain
F. Cooke, Assistant Superintendent - Program

Miss Cunningham called the meeting to order, noting regrets for not being able to attend had been received from Trustee Hill.

GENERAL

Members agreed that the officials be given the opportunity to present prior to questions being entertained.

Introduction

Citing staffing cuts made in past budgets, Mr. Goodridge voiced grave concern about the shift in assessment and even greater apprehension about the impact of reductions in the Federal Transfer payments. He believed the way the Board has operated to this point will end and that non-mandated services and programs will be "up for grabs". The Director stated that both the community and the system must question and re-consider their expectations.

BUSINESS ARISING OUT OF THE MINUTES:

Responses to be deferred to a Future Special Meeting

Members agreed to defer these items to a future meeting.

NEW BUSINESS:

1994 Financial Status Report

Ms. Polidori, Manager, Financial Services, presented the Final Financial Status Report, explaining the differences in figures between the Final Report and those contained in the preliminary Expenditure and Revenue Summaries (Pages 2 and 3 of the budget binder). Many of these fluctuations result from changes in reporting methods to the Ministry, i.e. preliminary numbers did not include final grant figures or results from decreased assessment, grants, etc. She indicated that these figures are presently under audit and a report will be presented to the April meeting of the Operations and Finance Committee.

1995 Revenues

Ms. Veerman, Budget Manager, reviewed the calculations outlined on Pages 5 and 6, based on the General Legislative Grants information. These statistics reveal a \$1,452,893 decrease in provincial revenue to this Board.

Property Assessment Base - Update

Mr. Sage, Manager, Special Projects, Audit, Assessment, Property and Insurance, presented the report which outlines the impact of separate school funding and pooling legislation upon this board's assessment over the last five years. The Ministry is presently considering changing the assessment base to reflect enrolment.

Proposed Reductions:

a) Capital Allocations - \$4,200,000

Ms. Gillie advised that a \$4,200,000 reduction will occur to the 1995 estimates of \$10,565,930. While not in a position to indicate specific reductions, she anticipated meeting with the Superintendents of Schools to combine budgets and regroup priorities in this area.

b) Transportation - Double Runs - \$100,000

These savings will result from a joint pilot project for double bus runs with the Hamilton-Wentworth Roman Catholic Separate School.

c) Field Trips - \$85,000

This cut will eliminate subsidies to the schools for field trips.

d) Legal Fees - \$50,000

After a review of fees and commitments, Mr. Shewfelt anticipated a \$50,000 saving.

e) Rentals - Caretaking - \$26,000

Mr. Binns advised this reduction removes the purchase of cellular phones for Site Leaders.

f) Salaries and Wages

Miss Cunningham noted this item would be discussed during the in-camera session.

g) Mill Rate Stabilization Reserve

Arising from comments made from trustees, it is anticipated this full amount will be applied against this budget. [Please see further discussion on Page 3]

Other Considerations

Suggestions for review/consideration were put forward as follows:

- Sell the Education Centre and relocate in Crestwood School
- Obtain a \$15 million debenture on the Education Centre building and apply funds against the budget
- Revert Westmount '90 program back to a regular program
- Consider the following schools for closure:
 - .Caledon - transfer program to Westmount
 - .Parkview - transfer program to Delta
 - .Briarwood - return adult programs to neighbourhood schools
- Consider closure of a secondary school in the upper and the lower city (i.e., Scott Park and Sherwood)
- Close Dundurn Warehouse - move services to Ainslie Wood site
- Transfer the Asbestos Team from Vincent Massey School to the Ainslie Wood site. Sell Vincent Massey
- Consider selling Southview
- More emphasis on contracting-in related to but not limited to: plumbing, painting, roofing, controls, grass cutting, electrical.
- Lease-back agreements for construction of new schools
- Reduction in software budget
- Deduct any 1994 over-budget expenditures from the 1995 Estimates
- Eliminate duplication of services
- Discontinue subsidy for equipment, uniforms, etc. for athletic programs and consider alternate sources of revenue

ELEMENTARY/SECONDARY

Proposed Reductions:

a) Transportation - Outdoor Education - \$25,000

This savings would result from the immediate suspension of this subsidy.

b) Rentals - Non-Mandated Program - \$150,000

This reduction would affect/eliminate swimming programs, such as those provided for Special Education students, Comp Ed Water Skills program, Elementary Schools' Swim Meet, Secondary Waterpolo program.

c) Salaries and Wages - \$1,690,000

Miss Cunningham noted this item would be discussed during the in-camera session.

Other Considerations

Suggestions for review/consideration were put forward as follows:

- Buyout packages for the teachers
- Need to continue with the same level of expenditures for asbestos?
- Eliminate the Outdoor Education Department

Following questions related to computer grants and tuition fees, it was

Moved by Ms. Orban:

That the amount of \$1,495,000 be taken out of the Mill Rate Stabilization Reserve and placed into the 1995 budget.

Believing the motion was being made too early in the budget process, Mr. Korz inquired whether Ms. Orban would be prepared to withdraw her motion for the present time. When Ms. Orban declined, it was

Moved by Mr. Korz:

That the motion be tabled.

CARRIED.

Noting the Board meeting was scheduled to commence at 20:00 hours, it was

Moved by Mr. Hicks:

That this Special Meeting of the Operations and Finance Committee recess and reconvene following the Board meeting this evening.

CARRIED.

The meeting adjourned and reconvened at 21:40 hours.

In order to facilitate discussions and before making any motions on these items, members deemed it appropriate to move in-camera to discuss Salaries and Wages.

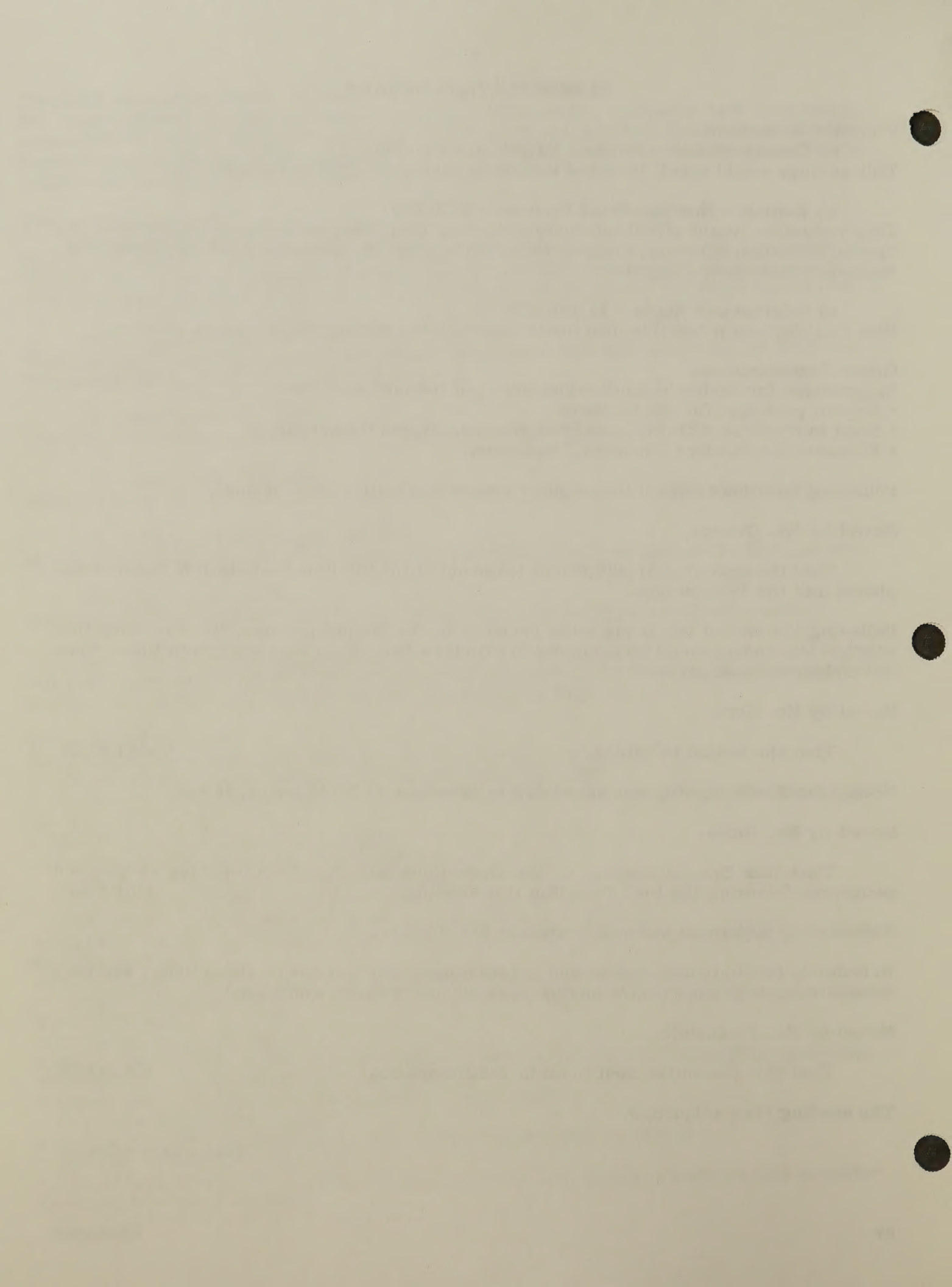
Moved by Ms. Patenaude:

That this Committee meet in an in-camera session.

CARRIED.

The meeting then adjourned.

Read and confirmed,



GENERAL

D. Goodridge

.Responses to be deferred to a Future Special Meeting

1.	1994 Financial Status Report	- Final	Pages 1 to 3
		- Expenditure Update	Page 4
2.	1995 Revenues	- Details	Pages 5 to 7
		- Revenue Update	Page 8
		- Mill Rate	Page 8
3.	Property Assessment Base - Update		Pages 9 - 10
4.	Proposed Reductions:		
	a) Capital Allocations		\$4,200,000
	b) Transportation - Double Runs		100,000
	c) Field Trips		85,000
	d) Legal Fees		50,000
	e) Rentals - Caretaking		12,000
	f) Salaries and Wages		3,098,000
	g) NOTE: Special Consideration by the Board regarding the Mill Rate Stabilization Reserve		<u>1,495,000</u>
			<u>\$9,040,000</u>
5.	Other Considerations		

1.	Proposed Reductions:	
	a) Transportation - Outdoor Education	\$25,000
	b) Rentals - Non-Mandated Program	150,000
	c) Salaries and Wages	<u>1,690,000</u>
		<u>\$1,865,000</u>
		<u>\$10,905,000</u>
2.	Other Considerations	

GENERAL REPORT ON THE PROGRESS OF THE WORK DURING THE YEAR 1900

1900

1. General	
2. Administration	
3. Finance	
4. Personnel	
5. Technical	
6. Scientific	
7. Educational	
8. Social	
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10. Miscellaneous	
11. Summary	
12. Conclusions	
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The Board of Education for the City of Hamilton
Financial Status Report
For The Year Ended December 31, 1994

Expenditures	1994 Approved Budget	1994 Actuals	1994 Surplus (Deficit)	ALLOCATION OF SURPLUS (DEFICIT)		
				Social Contract	Expenditure With Revenue Offsets	From Operations
Remuneration						
Salaries & Wages	\$ 206,510,728	211,708,572	(5,197,844)	(3,987,235)	84,838	(1,295,447)
Social Contract	(5,541,600)	(9,528,835)	3,987,235	3,987,235		
	200,969,128	202,179,737	(1,210,609)	0	84,838	(1,295,447)
	24,402,124	24,339,077	63,047		14,442	48,605
Employee Benefits				0	99,280	(1,246,842)
Total Remuneration	225,371,252	226,518,814	(1,147,562)			
Fixed (not available for short-term reduction)						
Energy	5,900,000	5,905,399	(5,399)			(5,399)
Debt Charges	2,250,100	2,261,784	(11,684)			(11,684)
Rentals - Computer Equipment	2,460,000	2,450,286	9,714			9,714
Fees & Contractuals	5,083,242	5,156,687	(73,445)			(73,445)
- Transportation	424,130	424,224	(94)			(94)
- Insurance	5,109,563	5,183,957	(74,394)			(74,394)
Tuition Fees	3,110,180	3,110,180				
Charge Back of Taxes						
Total Fixed	24,337,215	24,492,517	(155,302)			(155,302)
Variable						
Consumables						
Travel	269,775	277,886	(8,111)			(8,111)
Personnel Training	405,755	234,877	170,878			170,878
Bursaries & Student Aid	117,775	110,532	7,243			7,243
Books, Films & Software	1,593,097	1,560,529	32,568		(52,564)	85,132
Supplies & Services	9,341,368	9,024,489	316,879		(18,888)	335,767
Other Expense	598,017	553,909	44,108		(71,452)	44,108
	12,325,787	11,762,222	563,565			635,017

The Board of Education for the City of Hamilton
Financial Status Report
For The Year Ended December 31, 1994

Expenditures	ALLOCATION OF SURPLUS (DEFICIT)					
	1994 Approved Budget	1994 Actuals	1994 Surplus (Deficit)	Expenditure		
				Social Contract	With Revenue Offsets	From Operations
Variable (continued)						
Contractuals						
Rentals - Other	323,515	403,505	(79,990)			(79,990)
Fees & Contractuals - Other	503,760	563,712	(59,952)			(59,952)
	827,275	967,217	(139,942)			(139,942)
Capital						
Repairs, Buildings & Grounds	2,614,000	3,208,197	(594,197)			(594,197)
New & Replacement Equipment	1,674,301	1,958,270	(283,969)		(191,819)	(92,150)
Capital From Current	1,504,529	1,734,432	(229,903)			(229,903)
Permanent Improvements	557,321	782,353	(225,032)			(225,032)
	6,350,151	7,683,252	(1,333,101)		(191,819)	(1,141,282)
Other						
Transfer to Reserves	155,700	116,574	39,126			39,126
Total Variable	19,658,913	20,529,265	(870,352)		(263,271)	(607,081)
Total Expenditures	\$ 269,367,380	271,540,596	(2,173,216)	0	(163,991)	(2,009,225)

The Board of Education for the City of Hamilton
Financial Status Report
For The Year Ended December 31, 1994

ALLOCATION OF SURPLUS (DEFICIT)						
Revenues	1994 Approved Budget	1994 Actuals	1994 Surplus (Deficit)	Revenue		
				Social Contract	With Expenditure Offsets	From Operations
Fixed						
General Legislative Grants	\$ 84,023,199	84,403,751	380,552	1,061	(284,338)	663,829
Social Contract	(5,541,600)	(5,542,661)	(1,061)	(1,061)		
Net General Legislative Grants	78,481,599	78,861,090	379,491	0	(284,338)	663,829
Suppl. Taxes, T&T, PIL	7,300,597	7,183,959	(116,638)			(116,638)
Tuition Fees	15,103,892	15,565,386	461,494			461,494
	100,886,088	101,610,435	724,347	0	(284,338)	1,008,685
Variable						
Prior Year's Surplus	5,151,175	5,138,275	(12,900)			(12,900)
Other Provincial Revenues	1,098,607	1,168,445	69,838		49,912	19,926
Recoverable Transportation	70,000	72,109	2,109			2,109
Rental Revenue	556,073	558,532	2,459			2,459
Capital Recoveries	49,500	97,018	47,518			47,518
Other Revenue	1,246,360	1,847,551	601,191		33,961	567,230
	8,171,715	8,881,930	710,215		83,873	626,342
Transfer from I.I.S. Reserve	0	100,000	100,000			100,000
Mill Rate Stabilization Reserve	4,529,090	4,529,090	0			0
Levy for Mill Rate	155,780,487	155,780,487	0			0
	168,481,292	169,291,507	810,215		83,873	726,342
Total Revenues	269,367,380	270,901,942	1,534,562	0	(200,465)	1,735,027
Deficit	\$ 0	(638,654)	(638,654)	0	(364,456)	(274,198)

Page 4
The Board of Education for the City of Hamilton
1995 Estimates
Expenditures

Page 2 - Revised

EXPENDITURES	1994 APPROVED BUDGET	1994 ACTUALS	1995 ESTIMATES	INCR./ (DECR.) OVER PRIOR YEAR	
				\$	%
<u>Remuneration</u>					
Salaries & Wages	\$ 206,510,728	211,708,572	211,314,832	4,804,104	2.33%
Social Contract	(5,541,600)	(9,528,835)	(12,119,068)	(6,577,468)	186.93%
	200,969,128	202,179,737	199,195,764	(1,773,364)	(0.88%)
Employee Benefits	24,402,124	24,339,077	25,260,324	858,200	3.52%
Total Remuneration	225,371,252	226,518,814	224,456,088	(915,164)	(0.41%)
<u>Fixed</u>					
Energy	5,900,000	5,905,399	5,983,000	83,000	1.41%
Debt Charges	2,250,100	2,261,784	3,225,936	975,836	43.37%
Rentals - Computer Equipment	2,460,000	2,450,286	2,616,000	156,000	6.34%
Fees & Contractuals					
- Transportation	5,083,242	5,156,687	5,252,472	169,230	3.33%
- Insurance	424,130	424,224	702,682	278,552	65.68%
Tuition Fees	5,109,563	5,183,957	5,298,339	188,776	3.69%
Charge Back of Taxes	3,110,180	3,110,180	3,974,600	864,420	27.79%
Total Fixed	24,337,215	24,492,517	27,053,029	2,715,814	11.16%
<u>Variable</u>					
Consumables					
Travel	269,775	277,886	257,235	(12,540)	(4.65%)
Personnel Training	405,755	234,877	443,585	37,830	9.32%
Bursaries & Student Aid	117,775	110,532	123,675	5,900	5.01%
Books, Films & Software	1,593,097	1,560,529	1,590,889	(2,208)	(0.14%)
Supplies & Services	9,341,368	9,024,489	8,907,040	(434,328)	(4.65%)
Other Expense	598,017	553,909	552,972	(45,045)	(7.53%)
	12,325,787	11,762,222	11,875,396	(450,391)	(3.65%)
Contractuals					
Rentals - Other	323,515	403,505	356,455	32,940	10.18%
Fees & Contract. - Other	503,760	563,712	656,770	153,010	30.37%
	827,275	967,217	1,013,225	185,950	22.48%
Capital					
Repairs, Bldgs & Grnds	2,614,000	3,208,197	4,907,510	2,293,510	87.74%
New & Repl. Equipment	1,674,301	1,958,270	3,172,849	1,498,548	89.50%
Capital From Current	1,504,529	1,734,432	1,751,000	246,471	16.38%
Perm. Improvements	557,321	782,353	734,571	177,250	31.80%
	6,350,151	7,683,252	10,565,930	4,215,779	66.39%
Other					
Transfer to Reserves	155,700	116,574	56,100	(99,600)	(63.97%)
Total Variable	19,658,913	20,529,265	23,510,651	3,851,738	19.59%
Total Expenditures	\$ 269,367,380	271,540,596	275,019,768	5,652,388	2.10%

	1994 BUDGET	1994 ACTUAL	1995 ESTIMATE	INCREASE DECREASE	*
410 LOCAL TAXATION					
TAX LEVY	155,780,487	155,780,486	174,427,627	18,647,140	12.1
SUPPLEMENTARY TAX LEVY	2,003,497	2,003,496	1,904,638	98,859-	4.9-
PAYMENTS IN LIEU OF TAXES	2,838,320	2,705,486	2,705,000	133,320-	4.7-
BELL TELEPHONE AND TELEGRAPH	2,458,780	2,474,974	2,287,000	171,780-	7.0-
PRIOR YEARS SURPLUS	5,151,175	5,138,273	638,654-	5,789,829-	112.4-
	<u>168,232,259</u>	<u>168,102,715</u>	<u>180,685,611</u>	<u>12,253,352</u>	
415 GOVERNMENT OF ONTARIO					
PROVINCIAL FUNDING					
SOCIAL CONTRACT	5,541,600-	5,542,661-	7,620,159-	2,078,559-	37.5
BASIC PER PUPIL GRANT	61,033,277	60,733,903	60,610,089	423,188-	.7-
BOARD SPECIFIC GRANTS	5,052,289	5,346,333	4,896,465	155,824-	3.1-
FRENCH AS A SECOND LANGUAGE	2,420,293	2,466,426	2,472,408	52,115	2.2
RECOG EXTRAORDINARY EXPENDITUR	770,330	600,128	610,714	159,616-	20.7-
CHANGE IN TAX REVENUE	222,525	222,525	719,667	497,142	223.4
SPEC COMPENSATION FOR POOLING	1,905,818	1,905,818	2,616,420	710,602	37.3
ASSISTANCE FOR PAY EQUITY	960,000	1,173,715	1,523,184	563,184	58.7
ADDITIONAL LANGUAGE INSTRUCT	1,692,820	1,688,447	1,780,585	87,765	5.2
ASSISTANCE FOR COST OF ED.	2,155,437	1,503,421	1,331,697	823,740-	38.2-
REDUCTION IN CLASS SIZE	1,889,208	2,069,041	2,073,123	183,915	9.7
TECHNICAL EDUCATION	658,039	646,012	487,032	171,007-	26.0-
PROG IN LIEU OF PROV SERVICES	420,168	446,279	526,633	106,465	25.3
PROG IN APPROVED CARE FACILITY	1,429,358	1,628,138	1,768,174	338,816	23.7
INTERNATIONAL LANGUAGES	304,000	309,349	316,506	12,506	4.1
SUMMER SCHOOL & CONT EDUCATION	1,431,164	1,120,397	1,178,357	252,807-	17.7-
CAPITAL PROJECTS GRANT		813,391			
CAPITAL FUND PROJECTS GRANT		332,323			
PUPIL TRANSPORTATION	1,678,473	1,730,428	1,737,811	59,338	3.5
	<u>78,481,599</u>	<u>79,193,413</u>	<u>77,028,706</u>	<u>1,452,893-</u>	
OTHER OPERATING EXPENDITURE GRANTS					
TEACHERS PROFESSIONAL DEVELPMT		2,019	1,500	1,500	100.0
ADULT BASIC LITERACY/NUMERACY	278,400	283,776	270,593	7,807-	2.8-
RECOV SAL - PRACTICE TEACHING	32,800	14,110	5,000	27,800-	84.8-
RECOVERABLE MISC - PRAC TCHING	1,500	1,995	1,600	100	6.7
ONTARIO FINANCING AUTHORITY		11,686	31,026	31,026	100.0
PROV PROJECT ASSIST PROGRAMS	136,271	158,108	90,429	45,842-	33.6-
RECOVERABLE W.C.B. PAYMENTS	250,000	272,164	325,000	75,000	30.0
RECOVERABLE SALARIES - M.E.T.	65,916	91,665	127,715	61,799	93.8
RECOVERABLE BENEFITS - M.E.T.	4,750	7,069	10,380	5,630	118.5
RECOV SAL - LANGUAGE MONITORS	21,000	19,250	17,500	3,500-	16.7-
RECOV BEN - LANGUAGE MONITORS	300	734	353	53	17.7
MISCELLANEOUS	307,670	305,858	4,500	303,170-	98.5-
	<u>1,098,607</u>	<u>1,168,434</u>	<u>885,596</u>	<u>203,011-</u>	

	1994 BUDGET	1994 ACTUAL	1995 ESTIMATE	INCREASE DECREASE	\$
20 TUITION FEES					
BDS WITHIN ONTARIO-DAY SCHOOL	14,379,092	14,912,343	13,956,733	422,359-	2.9-
INDV DAY SCHOOL-ONT RESIDENTS	150,000	128,384	133,700	16,300-	10.9-
INDV DAY SCHOOL-VISA STUDENTS	333,000	306,435	304,000	29,000-	8.7-
INDV ADULT EDUC EVENING CRSES	90,000	69,461	75,000	15,000-	16.7-
ADULT DAY SCHOOL	56,300	62,239	55,700	600-	1.1-
VIOLIN - RENTAL / PURCHASE			1,000	1,000	100.0
VIOLIN CLASSES - TUITION FEES	86,000	78,106	80,000	6,000-	7.0-
SUMMER SCHOOL - TUITION FEES	6,000	7,188	6,000		
MATERIAL FEES EVENING COURSES	3,500	1,220	1,800	1,700-	48.6-
	<u>15,103,892</u>	<u>15,565,376</u>	<u>14,613,933</u>	<u>489,959-</u>	
5 RECOVERY OF TRANSPORTATION EXPENDITURE					
OTHER SCHOOL BOARDS	70,000	72,108	75,000	5,000	7.1
0 RENTAL REVENUE					
NON-INSTRUCTIONAL ACCOMM.	330,223	326,289	221,338	108,885-	33.0-
RENTAL OF PARKING	50,000	41,665	40,000	10,000-	20.0-
COMMUNITY USE	175,850	190,565	175,710	140-	.1-
	<u>556,073</u>	<u>558,519</u>	<u>437,048</u>	<u>119,025-</u>	
5 RECOVERY OF CAPITAL EXPENDITURE					
INSURANCE CLAIM PROCEEDS	49,500	97,015	60,000	10,500	21.2
5 OTHER REVENUE					
FEDRAL EMPLOYMT ASST PROGRAMS	1,592	473	1,455	137-	8.6-
FREEDOM OF INFORMATION	100			100-	100.0-
RECOVERABLE SALARIES - D.N.D.	108,396	114,644		108,396-	100.0-
RECOVERABLE BENEFITS - D.N.D.	9,724	10,638		9,724-	100.0-
CAFETERIA/LUNCHROOM-BD OPER	79,969	111,026	48,745	31,224-	39.0-
CAFETERIA/LUNCHROOM-NOT BD OPER	30,600	30,039	30,035	565-	1.8-
BOOKSTORE SALES	10,000	5,240	6,150	3,850-	38.5-
RECOVERABLE EXPENSE REC CENTRE	248,500	222,512	251,100	2,600	1.0
VANDALISM COSTS	2,500	2,218-	3,500	1,000	40.0
RECOV SAL - FEDERATIONS/BOARDS	472,668	501,092	467,819	4,849-	1.0-
RECOV BEN - FEDERATIONS/BOARDS	29,780	28,150	30,370	590	2.0
STUDENT SYMPHONY CONCERT		200			
TEXTBOOK DEPOSITS	3,000	774		3,000-	100.0-
BUS TICKET SALES	19,800	24,142	19,150	650-	3.3-
PHOTOCOPIER	1,600	800	1,000	600-	37.5-
BANK INTEREST	5,000	42,560	15,000	10,000	200.0
INVESTMENT INTEREST	90,000	181,650	115,000	25,000	27.8
ROYALTIES	500			500-	100.0-
CENTRAL DOCUMENTS		55	100	100	100.0
PROGRAM DOCUMENTS	5,000	6,554	6,000	1,000	20.0
MISCELLANEOUS	127,631	569,174	38,450	89,181-	69.9-
TRANS FROM RESERVE FUNDS OTHER	4,529,090	4,629,090	200,000	4,329,090-	95.6-
	<u>5,775,450</u>	<u>6,476,595</u>	<u>1,233,874</u>	<u>4,941,576-</u>	
TOTAL REVENUES	<u>269,367,380</u>	<u>271,234,175</u>	<u>275,019,768</u>	<u>5,652,388</u>	

The Board of Education for the City of Hamilton
 1995 Preliminary Estimates
 General Legislative Grants - Consolidated
 1995 Estimates @ February 24/95 versus 1995 Estimates @ March 21/95

	1995 Estimates @ Feb. 24/95	1995 Estimates @ March 21/95	Incr./ (Decr.)
Basic Per Pupil Grant:	\$ 61,656,844	60,610,089	(1,046,755)
Board Specific Grants:	5,417,582	4,896,465	(521,117)
Program Specific Grants:			
French as a 2nd Language	2,430,244	2,472,408	42,164
Additional Language Instr.	1,702,504	1,780,585	78,081
Reduction in Class Size	1,889,208	2,073,123	183,915
Recognized Extraordinary Exp.	201,859	610,714	408,855
Pupil Transportation	1,696,551	1,737,811	41,260
Technical Education	648,420	487,032	(161,388)
Prog. in Lieu of Prov. Serv.	420,232	526,633	106,401
Prog. in Approved Care Facilities	1,429,358	1,768,174	338,816
Sec. S.S., Cont. Ed., Driver Ed.	1,431,164	1,178,357	(252,807)
International Languages	304,000	316,506	12,506
Assist. for Cost of Ed.	2,138,065	1,331,697	(806,368)
Change in Tax Revenue	222,525	719,667	497,142
Special Comp. for Pooling	1,905,818	2,616,420	710,602
Assistance for Pay Equity	0	1,523,184	1,523,184
Total Program Specific Grants:	<u>16,419,948</u>	<u>19,142,311</u>	<u>2,722,363</u>
Sub-total	83,494,374	84,648,865	1,154,491
Social Contract Recovery:	(7,620,159)	(7,620,159)	0
	<u>\$ 75,874,215</u>	<u>77,028,706</u>	<u>1,154,491</u>

**The Board of Education for the City of Hamilton
1995 Estimates
Revenues**

Page 3 - Revised

REVENUES	1994	1994 ACTUALS	1995 ESTIMATES	INCR./(DECR.) OVER PRIOR YR.	
	APPROVED BUDGET			\$	%
<u>Fixed</u>					
General Legislative Grants	\$ 84,023,199	84,403,751	84,648,865	625,666	0.74%
Social Contract	<u>(5,541,600)</u>	<u>(5,542,661)</u>	<u>(7,620,159)</u>	<u>(2,078,559)</u>	<u>37.50%</u>
Net General Legislative Grants	78,481,599	78,861,090	77,028,706	(1,452,893)	(1.85%)
Suppl. Taxes, T&T, PIL	7,300,597	7,183,959	6,896,638	(403,959)	(5.53%)
Tuition Fees	<u>15,103,892</u>	<u>15,565,386</u>	<u>14,613,933</u>	<u>(489,959)</u>	<u>(3.24%)</u>
	<u>100,886,088</u>	<u>101,610,435</u>	<u>98,539,277</u>	<u>(2,346,811)</u>	<u>(2.33%)</u>
<u>Variable</u>					
Surplus (Deficit)	5,151,175	5,138,275	(638,654)	(5,789,829)	(112.40%)
Other Provincial Revenues (1)	1,098,607	1,168,445	885,596	(213,011)	(19.39%)
Recoverable Transportation	70,000	72,109	75,000	5,000	7.14%
Rental Revenue	556,073	558,532	437,048	(119,025)	(21.40%)
Capital Recoveries	49,500	97,018	60,000	10,500	21.21%
Other Revenue	<u>1,246,360</u>	<u>1,847,551</u>	<u>1,033,874</u>	<u>(212,486)</u>	<u>(17.05%)</u>
	8,171,715	8,881,930	1,852,864	(6,318,851)	(77.33%)
Transfer from I.I.S. Reserve	0	100,000	200,000	200,000	100.00%
Mill Rate Stabilization Reserve (2)	4,529,090	4,529,090	0	(4,529,090)	(100.00%)
Levy for Mill Rate	<u>155,780,487</u>	<u>155,780,487</u>	<u>174,427,627</u>	<u>18,647,140</u>	<u>11.97%</u>
	<u>168,481,292</u>	<u>169,291,507</u>	<u>176,480,491</u>	<u>7,999,199</u>	<u>4.75%</u>
Total Revenues	\$ <u>269,367,380</u>	<u>270,901,942</u>	<u>275,019,768</u>	<u>5,652,388</u>	<u>2.10%</u>
Realty Taxes	<u>950.99</u>		<u>1094.40</u>	<u>143.41</u>	<u>15.08%</u>

Assessment Base

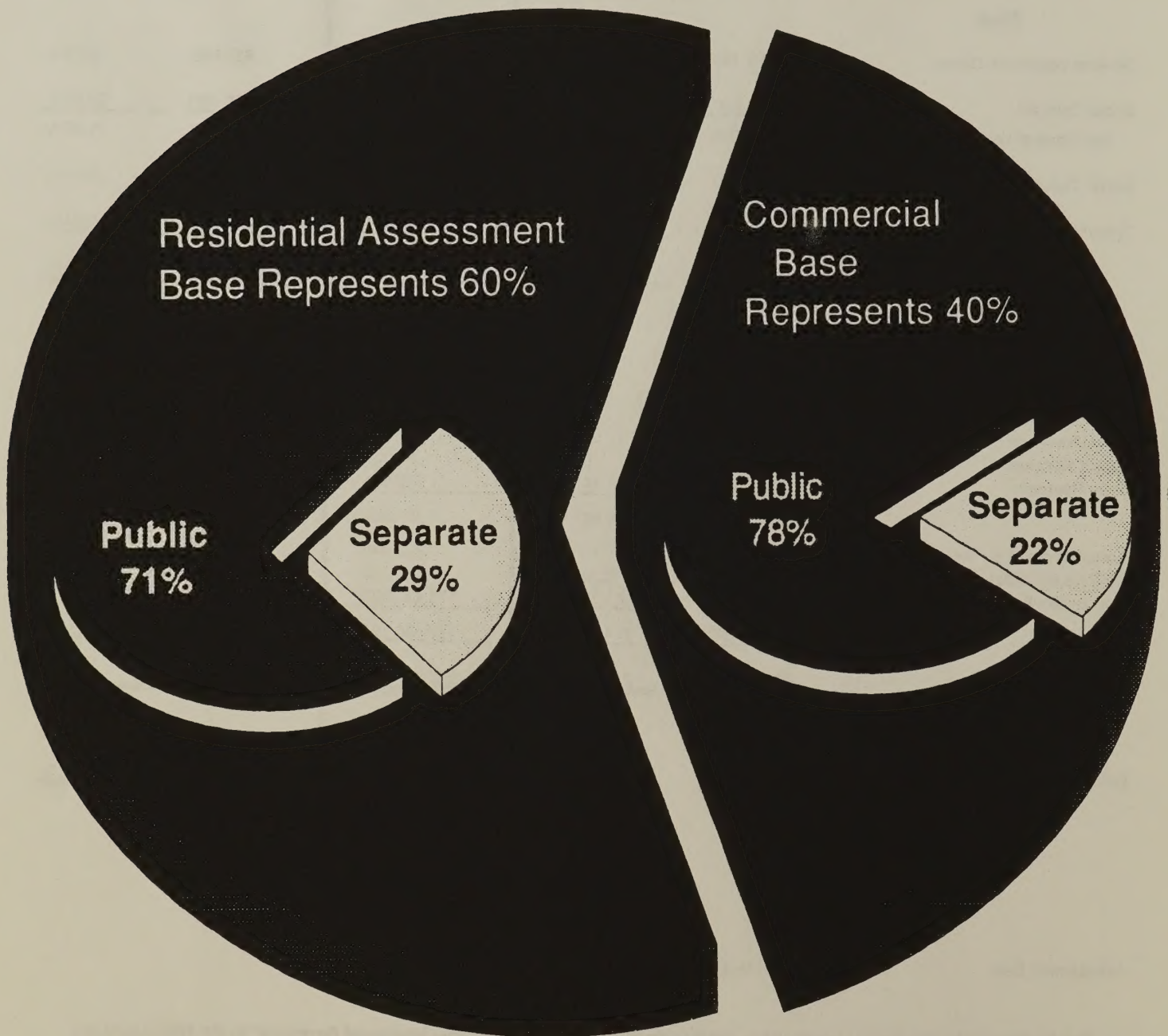
820,146,302

797,821,626

(1) The Assistance for Pay Equity grant, which was previously included under "Other Provincial Revenues" in the 1994 Approved Budget, has been re-allocated to the General Legislative Grants in order to conform to the current presentation format.

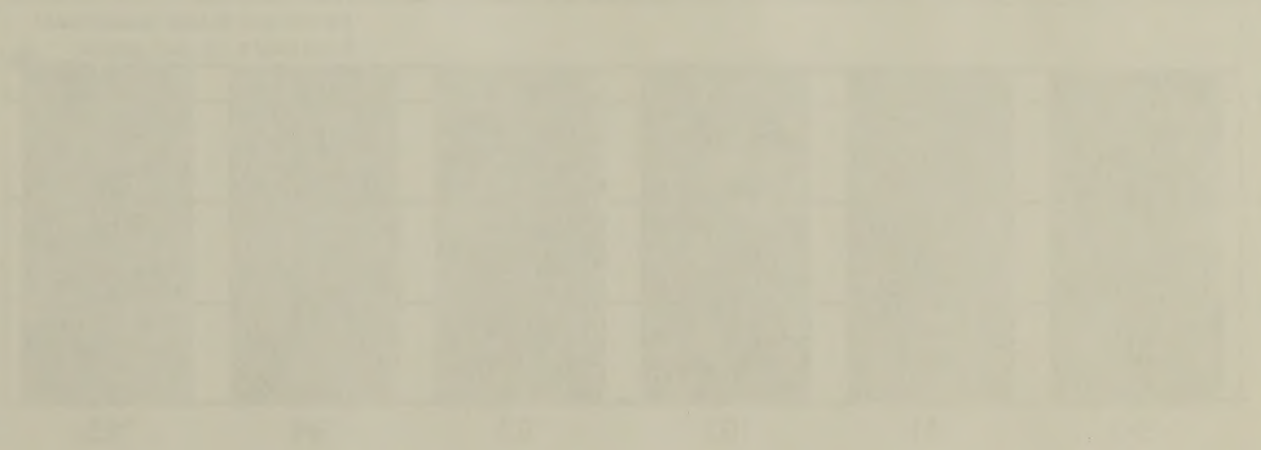
(2) Balance in Mill Rate Stabilization Reserve is \$1,495,000.

Distribution of Hamilton's 1 Billion Dollar Assessment Base 1995



TOTAL RESIDENTIAL AND COMMERCIAL ASSESSMENT COMBINED

1991 - 1992



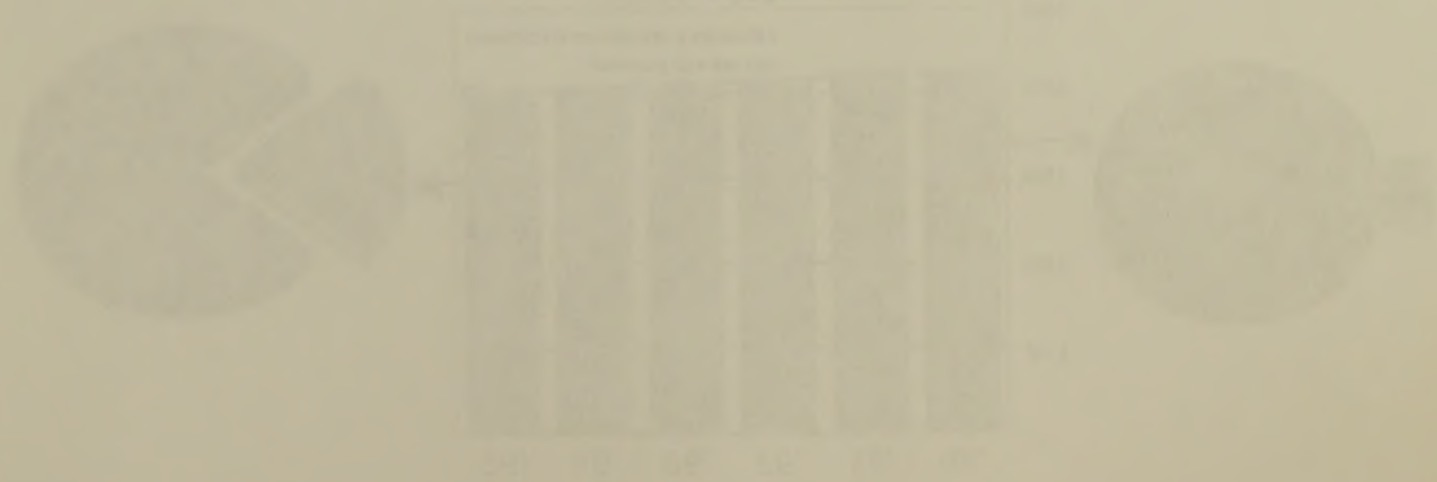
TOTAL RESIDENTIAL ASSESSMENT BASE

1991 - 1992

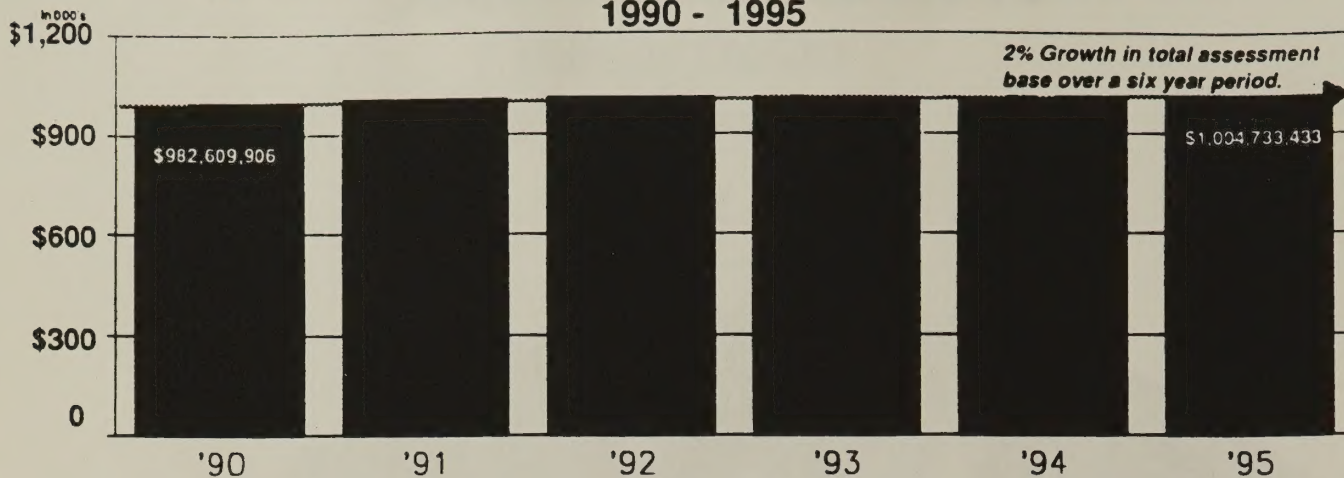


TOTAL COMMERCIAL ASSESSMENT BASE

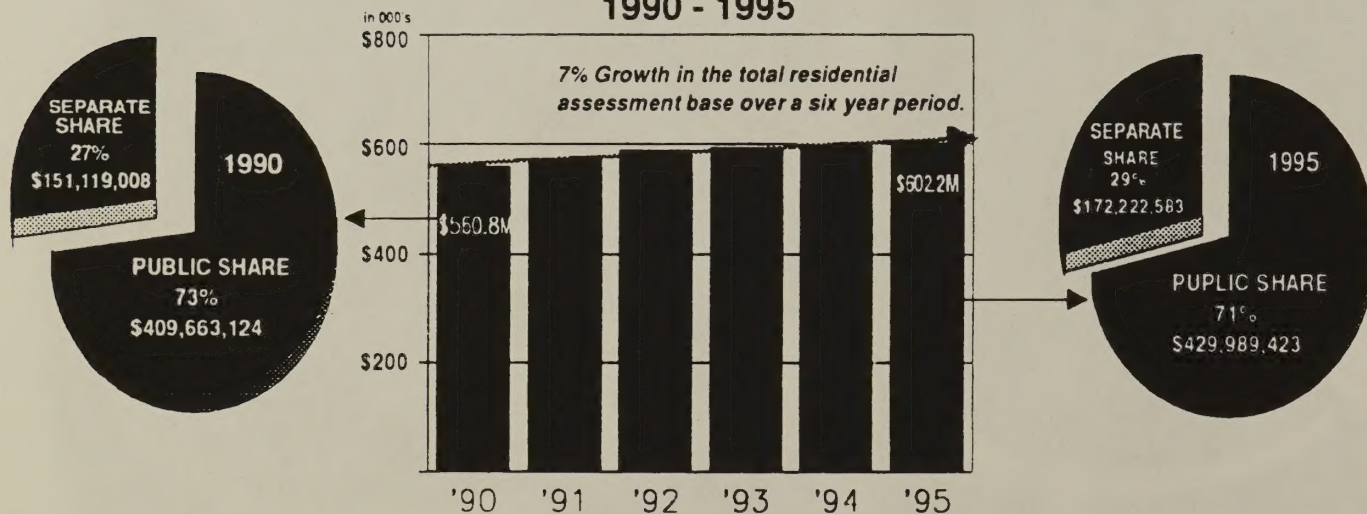
1991 - 1992



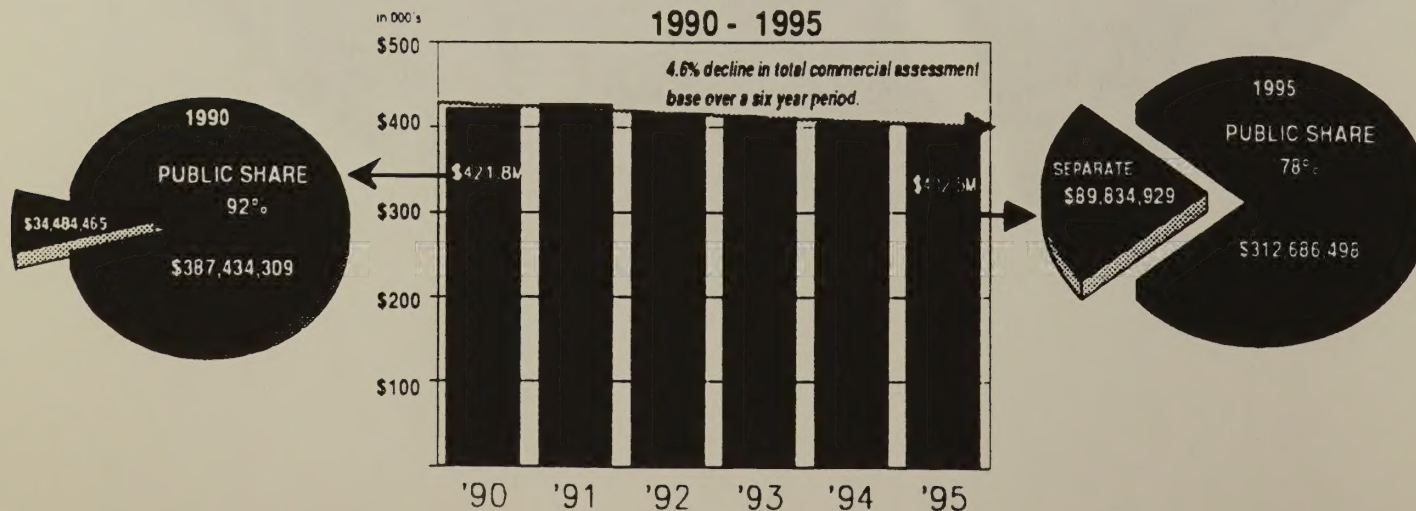
TOTAL ASSESSMENT BASE WITHIN HAMILTON RESIDENTIAL AND COMMERCIAL ASSESSMENT COMBINED 1990 - 1995



TOTAL RESIDENTIAL ASSESSMENT BASE WITHIN HAMILTON 1990 - 1995



TOTAL COMMERCIAL ASSESSMENT BASE WITHIN HAMILTON 1990 - 1995



Continued from page 10

NAME	ADDRESS	CITY	STATE	ZIP	PHONE
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NAME	ADDRESS	CITY	STATE	ZIP	PHONE
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MINUTES OF THE
THE OPERATIONS AND FINANCE COMMITTEE
1995 03 23

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Lowe, Orban, Rogers and Stewart.

Also

Present: Trustees Bishop, Darby, Gage, Hill, Johnston, Johnstone, Korz, Macdonald, Mulholland, Paquin and Rodgerson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
G. Rutledge, Controller
S. Thompson, Assistant Superintendent of Schools - Lower City
F. Cooke, Assistant Superintendent - Program

Miss Cunningham called the meeting to order, noting regrets had been received from Trustee Patenaude.

Members were advised that trustees' suggestions and strategies from previous meetings will be addressed at the 1995 03 27 meeting.

In addition, a list of all the non-mandated programs and their costs was requested and will be provided at that meeting.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Responses to be deferred to a Future Special Meeting

Moved by Mrs. Bishop:

That these responses be deferred to a future meeting.

CARRIED.

Proposed Reductions:

a) Capital Allocations - \$4,200,000

Moved by Mr. Darby:

That the \$4.2 million be removed from the budget for Capital Allocations.

Mr. Mulholland requested recorded votes on each motion as long as he was present.

It was clarified that this returns expenditures to the 1994 level.

The motion was put to a vote and was **CARRIED**. Those in favour: Trustees Bishop, Darby, Gage, Hicks, Johnston, Johnstone, Lowe, Orban, Rodgerson, Rogers and Stewart; those opposed: Trustees Desmarais, Mulholland and Paquin.

b) Transportation - Double Runs - \$100,000

Moved by Mrs. Lowe:

That \$100,000 be removed from the Transportation budget.

CARRIED.

The motion was put to a vote and **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Desmarais, Gage, Hicks, Johnston, Johnstone, Lowe, Orban, Paquin, Rodgerson and Stewart; those opposed: Trustee Mulholland.

c) Field Trips - \$85,000 d) Legal Fees - \$50,000 e) Rentals - Caretaking - \$12,000
 Moved by Mr. Darby:

That the following amounts be removed from these budgets:

- a) \$85,000 - Field Trips
- b) \$50,000 - Legal Fees
- c) \$12,000 - Rentals - Caretaking

A separate vote was requested for Field Trips - Clause a).

As \$43,000 of the Field Trips' budget is allocated to Compensatory Education schools, it was

Moved in amendment by Mrs. Bishop:

That the Field Trips' budget reduction be amended to \$42,000 and the balance of \$43,000 be used for Compensatory Education schools.

Suggestions for review/consideration were put forward as follows:

- .concern that the Outdoor Education program would be eliminated
- .compromise - close the Christie Centre and maintain Outdoor Education at George R. Allan School
- .equity issue in the distribution of money to all children
- .not all needy schools are designated Compensatory Education nor are they located in the lower city

The amendment was put to a vote and was **LOST**. Those in favour: Trustees Bishop, Gage, Johnston, Johnstone, Rodgerson, Rogers and Stewart; those opposed: Trustees Cunningham, Darby, Desmarais, Hill, Lowe, Mulholland, Orban and Paquin.

Clause a) was put to a vote and was **LOST**. Those in favour: Trustees Cunningham, Darby, Desmarais, Johnston, Lowe, Paquin and Rodgerson; those opposed: Trustees Bishop, Gage, Hill, Johnstone, Mulholland, Orban and Rogers. Trustee Stewart abstained. [*see further discussion on Page 3*]

Clauses b) and c) were put to a vote and **CARRIED** with all trustees voting in favour.

Salaries and Wages - \$3,098,000

It was noted that this item will be discussed in-camera.

Mill Rate Stabilization Reserve - \$1,495,000

Moved by Mr. Darby:

That the following motion be lifted from the table:

a) That the amount of \$1,495,000 be taken out of the Mill Rate Stabilization Reserve and placed into the 1995 budget. **CARRIED.**

Mr. Darby noted that \$1,495,000 from the Reserve was already incorporated into the budget calculations on the agenda.

In response to questions, Mr. Shewfelt advised the following approximate amounts in Board Reserves:

- .Capital Reserve (for construction) - \$1.3 million
- .M.R.S.R. (for Mill Rate) - \$1.4 million
- .Gratuity Reserve - \$1.6 million.

In addition, he advised there is a Working Fund of \$5.8 million for internal financing.

Moved in amendment by Mr. Mulholland:

That the amount of \$1,495,000 be increased to approximately \$8.2 million and the funds be removed from the following reserves:

- .Capital Reserve
- .Mill Rate Stabilization Reserve
- .Working Fund

While Mr. Shewfelt acknowledged that \$5.8 million in the Working Fund could be accessed, it was noted that use of these funds would result in:

- the loss of \$100,000 interest income
- an additional \$560,000 interest charge to borrow the \$5.8 million at prime rate
- increased debt load in the coming years

Relative to the Capital Reserve, it was noted that only \$200,000 of the total is the Board's money, the remainder being held in trust for the Ministry of Education and Training from sale of property. Permission of the Ministry would be necessary in order to access these funds.

The question on the amendment was called and was **CARRIED**.

The amendment was put to a vote and **LOST** with all trustees voting opposed with the exception of Trustee Mulholland.

In responding to Mr. Stewart, Mr. Shewfelt advised that should a motion be made to reverse the Board's \$200,000 from the Capital Reserve into the Revenue Fund, it would automatically reduce the mill rate.

The motion was put to a vote and was **CARRIED**. Those in favour: Trustees Bishop, Darby, Desmarais, Gage, Hill, Johnston, Johnstone, Lowe, Mulholland, Orban, Rogers and Stewart; those opposed: Trustees Paquin and Rodgers.

NEW BUSINESS:

Other Considerations:

Moved by Mrs. Bishop:

That \$45,000 be removed from the budget for field trips.

Superintendent Nicholls recognized the intent of this motion was that the remaining funds would be to meet the needs of those schools who would benefit the most.

The motion was put to a vote and was **CARRIED**. Those in favour: Trustees Bishop, Cunningham, Darby, Desmarais, Gage, Johnston, Johnstone, Lowe, Orban, Paquin, Rodgers, Rogers and Stewart; those opposed: Trustees Hill and Mulholland opposed.

The following suggestions for consideration were put forward:

- a working group be formed to bring back a three-year plan on improving revenue acquisition, i.e. tuition/visa students, schools revenues, increased retention of student population.
- a three-year strategy for the management of our buildings with a focus on revenues.

When a timeline was queried, Miss Cunningham suggested a workshop on Resource Management be held in April. Mr. Shewfelt added that a report relative to potential sale of four/five properties would be brought shortly.

Additional information for the Monday, 1995 03 27 meeting was requested as follows:

- Superintendent of Schools, School Budgets for Supplies and Services
- removal of budget "overages" by Superintendency

ELEMENTARY/SECONDARYBUSINESS ARISING OUT OF THE MINUTES:Proposed Reductions:Transportation - Outdoor Education - \$25,000

Based on details on Page 18, Financial Services, it was

Moved by Dr. Johnston:

That \$20,000 be removed from the budget for Transportation - Outdoor Education.

Moved in amendment Mr. Stewart:

That \$25,000 be removed from the budget for Transportation - Outdoor Education.

The Chairman ruled that recorded votes were not necessary in Mr. Mulholland's absence.

The amendment was put to a vote and was **CARRIED**.The motion as amended was put to a vote and was **CARRIED**.Rentals - Non-Mandated Program - \$150,000

Dr. Cooke provided a detailed verbal breakdown of the present rental costs incurred.

The following information was noted during the discussion:

- the recreation centre pool hourly rental charge to the Board is \$96 per hour (includes 2 lifeguards on duty)
- members of the public can rent a recreation centre pool at a lower fee

As the Board is the primary user of recreation centre pools between the hours of 9:00 a.m. and 4:00 p.m. and recreation centres are built on Board property, Mr. Stewart sought the members' permission to take this issue to a public forum, i.e. the Parks and Recreation Committee at City Hall.

Moved by Dr. Johnston:

That the Chairman and Director of this Board be empowered to meet with Parks and Rec Committee of City Hall to consider more advantageous arrangements regarding the facilities we rent.

CARRIED.

Trustee Johnston advised that the monthly meeting of the Parks and Recreation Committee was held last week. Given the gravity of the matter to be discussed, he believed they would be receptive to calling a special meeting.

The members agreed the selection of trustee representatives to accompany the Chairman would be at his discretion.

Noting the intent is to obtain an answer from the City before the end of budget deliberations and to underscore the gravity of the Board's situation, it was

Moved by Mr. Darby:

That \$150,00 be removed from the budget for Rentals - Non-mandated Program.

CARRIED.

Miss Cunningham advised that even if all the cuts on the green sheets are approved, it would still result in a 7.89% Mill Rate increase.

The meeting then adjourned.

Read and confirmed,

MINUTES OF THE SPECIAL MEETING OF THE
OPERATIONS AND FINANCE COMMITTEE

1995 03 27

Present: Trustees Cunningham (Chairman), Lowe, Orban, Rogers and Stewart.

Not

Present: Trustees Desmarais and Hicks.

Also

Present: Trustees Bishop, Darby, Gage, Hill, Johnston, Johnstone, Korz, MacDonald, Mulholland, Paquin, Patenaude and Rodgerson.

Officials

Present: D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent - Administrative and Operational Services)
N. Nicholls (Superintendent of Schools - Mountain)
M. Quinn (Superintendent of Schools - Lower City)
R. Lavoie (Superintendent of Schools - French as a First Language)
F. Cooke (Assistant Superintendent of Program)
M. Matier (Assistant Superintendent of Schools - Mountain)
G. Rutledge (Controller)

Miss Cunningham called the meeting to order, noting regrets for not attending were received from Trustees Desmarais and Hicks.

Miss Cunningham advised that a Special Operations and Finance Committee meeting for Budget deliberations may be scheduled for Wednesday, 1995 03 29, in addition to the 1995 03 30 meeting, to enable the Board to meet the Budget deadline.

Introduction

Status of the 1995 Estimates (General)

Mr. Shewfelt detailed the Report.

BUSINESS ARISING OUT OF THE MINUTES:

In response to Mr. Mulholland's requested, it was

Moved by Mrs. Hill: That the agenda item "\$80 Million Proposal" be dealt with as the next Agenda item. **CARRIED**

The Chairman accepted Mr. Korz's request to consider the agenda item "Lease-back Agreements for Construction of New Schools" following the above.

\$80 Million Proposal

Moved by Mr. Mulholland:

a. That the Education Centre be sold and the staff be relocated in a vacant secondary school. (General)

b. That the Superintendent of Finance and Treasurer be authorized to obtain a \$20,819,894 debenture on the Education Centre building, and that this loan be used to assist in meeting this year's budget shortfall. (General)

c. That the Board review the cost of providing a credit at Westmount Secondary School. (E/S)

d. That Caledon Secondary School be considered for closure and that the program be relocated at Westmount Secondary School. (E/S)

e. That Parkview Secondary School be considered for closure and that the program be relocated at Delta Secondary School. (E/S)

f. That the Briarwood building be considered for closure and the adult programs return to resident schools. (General)

g. (i) That a secondary school in the lower city be considered for closure.
(ii) That a secondary school on the mountain be considered for closure.
(General)

h. That the Dundurn Warehouse building be considered for closure and that the services presently provided at the Dundurn site be transferred to the vacant Ainslie Wood building. (General)

i. That the Asbestos Team be transferred from Vincent Massey to the Ainslie Wood building. (General)

j. That permission be given to the Superintendent of Finance and Treasurer to sell Southview. (General)

k. That contracting in be seriously considered in the following areas but not limited to Plumbing, Electrical, Painting, Roofing, Controls, Boilers, Grass Cutting.
(General)

Mr. Mulholland distributed and reviewed an outline of the rationale for his recommendations. (see attached)

In response to a question, Mr. Goodridge advised that the Secondary School Futures Steering Committee will be bringing a report with specific recommendations relative to secondary education in September of this year, noting a September 1996 timeline for the implementation of any Board-approved recommendations.

Moved in amendment by Mr. Stewart:

That Clauses c, d, e, f and g be referred to the Secondary School Futures Steering Committee.

Mr. Stewart stated for the record that he would not support the closure of Parkview Secondary School.

Miss Cunningham concurred that the majority of the recommendations does not impact on this year's budget.

As she would like to receive more information, it was moved in amendment to the amendment by Mrs. Johnstone: That the motion be tabled.

Noting the concerns expressed by several trustees, Miss Cunningham requested and received Mrs. Johnstone's agreement to revise the tabling motion to exclude the referral of Clauses c, d, e, f and g.

Mr. Mulholland requested recorded votes on each motion.

The amendment to refer Clauses c, d, e and g (Elementary/Secondary) was put to a vote and was CARRIED. Those in favour: Trustees Cunningham, Darby, Hill, Johnston, Lowe, Orban, Rodgerson, Rogers and Stewart; those opposed: Trustees Gage, Korz and Mulholland. Trustee Bishop abstained.

The amendment to refer Clause f (General) was put to a vote and was CARRIED. Those in favour: Trustees Bishop, Cunningham, Darby, Gage, Hill, Johnstone, Lowe, Orban, Paquin, Patenaude, Rodgerson, Rogers and Stewart; those opposed: Trustees Korz and Mulholland.

The amendment to table the remaining clauses (a, b, h, i, j and k) (General) relative to the \$80 Million Proposal was put to a vote and was CARRIED. Those in favour: Trustees Bishop, Cunningham, Darby, Gage, Johnstone, Lowe, Orban, Paquin, Patenaude, Rogers and Stewart; those opposed: Trustees Hill, Korz, Mulholland and Rodgerson.

Lease-back Agreements for Construction of New Schools (General)

Mr. Shewfelt said the savings potential in this area will be considered closely when the Board embarks on new school buildings.

Ms. Gillie agreed to incorporate this concept in a report to the Board in June, 1995.

Travel Allowance - Date of Presentation (General)

Mr. Binns advised that the Officials intend to bring a report to the Personnel and Organization Committee in June, 1995.

Funding for the Canada Ontario Infrastructure Works Program (General)

Ms. Gillie advised that this item was not reflected in the budget because this is a funded program.

Purchase of Software (General)

Ms. Gillie advised that the present allocation for books across the schools is: \$840 for average-sized schools, \$1,400 for larger schools and \$200 for smaller schools, i.e. based on a per pupil driven formula.

Additional information was requested on:

- total funding for software
- textbook allocation per pupil

Long Term Plan for Classroom Computers (General)

Noting that the report had been placed on an earlier agenda, the members received the report for information.

Program Services

■Details of Variable Expenditures (General)

Dr. Cooke agreed to bring back the final figures at the next meeting.

■Cost of Secondary School Physical Education Electives (E/S)

Dr. Cooke provided the amount of \$20,000 divided among 11 secondary schools.

■Mohawk Trail - Maintenance Costs and Shared Usage (General)

Dr. Cooke indicated a maintenance cost of \$2,938.56 for this program.

A synopsis of the usage and frequency of usage of the facility was requested.

■Clarification of Rentals for Program Services and Superintendent of Schools (E/S)

It was clarified that there was a duplication of this budget in the budget book; however, the allocation is now shown under the Superintendent of Schools (Lower City) only.

Further information was requested on the savings generated when the Program Coordinators incorporated teaching lines into their schedule.

Synopsis of Legal Fees: (General)

- a) Administrative and Operational Services - \$25,000
- b) Human Resource Services - \$190,000
- c) Financial Services - \$70,000

Noting this budget has already been reduced, the members agreed to receive the update for information.

Superintendents of Schools - Recoverable Staff (E/S)

There was no discussion and the update was received for information.

Level of Expenditure for Asbestos (General)

Ms. Gillie provided an update on the expenditure for Asbestos, noting the Board received approximately 95% of the expenditures back through asbestos grant funding.

Further information was requested on:

- the exact amounts related to the expenditure/grants
- costs associated with the contracted-in and contracted-out work

Modification of the Outdoor Education Program (General)

Dr. Cooke affirmed there was no intention to discontinue this program. He agreed to provide more details at a future meeting on the modification of the program.

Reduction in the Software Budget (General)

Voicing her concerns with the increasing use of discretionary software programs in the schools and concluding that reducing the budget for this item would not seriously impact on the classroom, it was

Moved by Mrs. Rodgerson

That funding for discretionary software purchases (by schools) be reduced by 50 percent, based on 1994 actuals.

Advised that the 1994 budget for discretionary software was \$88,000, Mrs. Rodgerson agreed to incorporate a \$40,000 reduction in the motion.

Ms. Gillie remarked that it would be premature at this time to ascertain the impact on our schools of the proposed FreeNet system in Hamilton, particularly as it relates to access to "application" software.

Mr. Lavoie affirmed Mr. Paquin's concerns with the negative impact of the reduction in the software budget for G. P. Vanier Secondary School.

The motion was put to a vote and was CARRIED.

Discontinue Subsidy for Equipment, Uniforms, etc. for Athletic Programs and Consider Alternate Sources of Revenue (E/S)

Mr. Stewart voiced his concerns with any reductions in this budget, particularly the impact on the hockey/football programs.

During discussions when the feasibility of corporate sponsorship of these programs was questioned, Mr. Goodridge noted a report is going to be presented to the Board on this issue.

Moved by Mrs. Bishop:

That \$13,000 for incidental expenses be removed from the Program Services Budget.

Mr. Stewart requested a recorded vote on the motion.

The motion was put to a vote and was LOST. Those opposed: Trustees Cunningham, Darby, Gage, Hill, Korz, Lowe, MacDonald, Mulholland, Orban, Rodgerson, Rogers and Stewart; those in favour: Trustees Bishop and Johnston. Trustee Johnstone abstained.

Additional information was requested as follows:

- the monies spent to date from the athletic subsidy budget
- the legal implications of hiring of a professional fundraiser who will assist in generating new revenues for the Board
- heritage programs [to be discussed in conjunction with a forthcoming report on the Adult and Continuing Education program]
- a policy allowing corporate sponsorships

List and Cost of all Non-Mandated Programs (E/S)

Mr. Binns distributed information sheets on "Elementary Schools - Number of Teachers in Non-Mandatory Programs" and "Secondary Schools - Number of Teachers in All Programs". (see attached)

Noting he had originally requested this information, Canon Rogers requested that the officials present a complete report between now and the 1996 budget review process.

Additional information was requested as follows:

- Total number of Department Head/Assistant Department Head in secondary schools

Moved by Mrs. Rodgerson:

That the Guidance program be removed from the middle schools.

Concerns were raised on the negative impact on at-risk students in the system.

Moved in amendment by Dr. Johnston:

That the motion be referred to the officials for a report.

CARRIED

Moved by Mrs. Bishop:

That the possibility of eliminating the Itinerant Music program be referred to the Officials.

CARRIED.

Moved by Mr. Gage:

That the Officials prepare a report listing the non-mandatory courses in the secondary schools and number of teachers (F.T.E.).

Advised of the difficulty in generating this type of information and possible implications on the Collective Agreement, Mr. Gage requested and was permitted to withdraw his motion.

Moved by Mrs. Bishop:

That the Officials prepare a report regarding the implications of reducing the Librarians in elementary schools by 20 F.T.E.

CARRIED.

Moved by Mrs. Lowe:

That the Officials prepare a report regarding the implications of reducing teaching staff for the Co-operative Education Program.

CARRIED

School Budgets for Supplies and Services (E/S)

Acknowledging there were no possible cuts in this budget, the members agreed to move on to the next agenda item.

NEW BUSINESS:

Other Considerations

\$80 Million Proposal (General)

Moved by Mr. Mulholland:

That the motion regarding the remaining items relative to the \$80 Million Proposal be lifted from the table. **LOST**

Snow Removal (Administrative and Operational Services tab, Page 2)

Moved by Ms. Orban:

That \$75,000 be removed from the budget for Snow Removal.

Ms. Gillie advised that the remaining budget after approval of the motion is \$50,000.

Moved by Mr. Gage:

That the motion be tabled until the 1995 03 29 Special Meeting of the Operations and Finance Committee for a report on the monies spent to date. **CARRIED**

Mr. Mulholland referred the following budget items to the Officials for consideration on Wednesday, 1995 03 29, noting he would be bringing the appropriate motions forward at that time:

(Director and Secretary tab, Page 3)

- Reduction of the trustee honoraria by \$4,310
- Reduction of the trustee staff professional development budget by \$23,940
- Elimination of the \$7,000 budget for Board Committee meetings (meals)

Further information was requested as follows:

- the rental fees paid to the Hamilton-Wentworth Separate School Board for the off-site location of the Superintendent of Schools - French as a First Language Office
- Budget for Board minutes

The meeting then met in-camera.

During the in-camera session, Trustees Lowe and Mulholland each declared a conflict of interest and left the Board Room during the discussion on the item pertaining to their conflict.

Read and confirmed,

CHAIRMAN

rt
atts.

1. The first section of the report deals with the general situation of the country and the results of the survey.

2. The second section deals with the results of the survey in the different regions of the country.

3. The third section deals with the results of the survey in the different districts of the country.

4. The fourth section deals with the results of the survey in the different provinces of the country.

5. The fifth section deals with the results of the survey in the different counties of the country.

6. The sixth section deals with the results of the survey in the different cities of the country.

7. The seventh section deals with the results of the survey in the different towns of the country.

8. The eighth section deals with the results of the survey in the different villages of the country.

9. The ninth section deals with the results of the survey in the different hamlets of the country.

Being of sound mind and body and aware of the unusual financial circumstances reflected in the preliminary budget estimates and a supporter of the concept of working together to develop a financial strategy to meet the needs of all of our stakeholders while maintaining a focus on our Vision and corporate responsibilities, I respectfully submit the following statement and recommendations.

The difference between restructuring and downsizing is that restructuring is a method that an organization adopts in order to operate in the most efficient manner to effect cost savings.

Downsizing on the other hand is when an organization reacts to a financial crisis by reducing staff which in turn makes the organization less efficient. In business this could result in a reduction of products produced. In education downsizing produces a reduction of services to children.

The following recommendations are presented in order to achieve the continuation of the outstanding educational program that is available mainly because of the collaboration of all the dedicated employees of the Hamilton Board of Education.

Contrary to the statements by Mr. David Cooke, Minister of Education and Training, I believe that all employees from the Director to Cleaning Person play a part in what happens in the classroom.

The recommendations would be phased in over a three year term and facilitate any reduction of staff in a compassionate way through attrition. As you will note rational follows the recommendations.

Sincerely,

Ray Mulholland.

Many of these are not only in the
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Move that the Education Centre be sold and the staff be relocated in a vacant secondary school.

Move that the superintendent of finance be authorized to obtain a \$20,019,094 debenture on the Education centre building, and that this loan be used to assist in meeting this year's budget short fall.

Move that the board review the cost of providing a credit at Westmount secondary school.

Move that Caledon Secondary school be considered for closure and that the program be relocated at Westmount Secondary school.

Move that Parkview Secondary school be considered for closure and that the program be relocated at Delta Secondary school.

Move that a secondary school in the lower city be considered for closure.

Move that a secondary school on the mountain be considered for closure.

Move that the Briarwood building be considered for closure and the adult programs return to resident schools.

Close the Dundurn Warehouse building and transfer the services presently provided at the Dundurn site to the vacant Ainslie Wood building.

Transfer the asbestos team from Vincent Massey to the Ainslie Wood building.

Move that permission be given to the Superintendent of Finance to sell Southview.

Contracting in should be seriously considered in the following areas but not limited to: Plumbing, Electrical, Painting, Roofing, Controls, Boilers, Grass cutting.

There is a very strong possibility that the results of the study will be very different from those of the previous study.

It is important to note that the results of the study are based on a sample of 100 subjects, which is a relatively small sample size.

Therefore, the results of the study should be interpreted with caution, as they may not be generalizable to the entire population.

However, the results of the study do provide some interesting insights into the relationship between the variables studied.

For example, the results suggest that there is a positive correlation between the variables studied, which is consistent with the findings of the previous study.

Overall, the results of the study are promising, and further research is needed to confirm the findings and explore the underlying mechanisms.

In conclusion, the study has provided valuable information on the relationship between the variables studied, and the results are consistent with the findings of the previous study.

It is hoped that the results of the study will be useful to researchers and practitioners in the field, and that further research will be conducted to explore the findings in more detail.

Finally, it is important to note that the study was conducted in a controlled environment, and the results may differ in a more natural setting.

Therefore, the results of the study should be used as a guide, and not as a definitive statement on the relationship between the variables studied.

Overall, the study has provided a valuable contribution to the field, and the results are consistent with the findings of the previous study.

It is hoped that the results of the study will be useful to researchers and practitioners in the field, and that further research will be conducted to explore the findings in more detail.

Rational: # 1 EDUCATION CENTRE BUILDING:

The selling of the Education Centre would be making a statement:

Those employed at the Ed Centre would realize that the trustees consider the continued employment of staff is more important than bricks and mortar.

Many School Boards have headquarters located in vacate school buildings.

Taxpayers who are not parents will appreciate the fiscal responsibility of the motion.

Parents choose to have the budget spending reflect a direction towards the classroom, not on expensive accommodation when other less expensive is available.

The motion is the first step in a three year plan to stabilize the system, restructure to the appropriate size and improve the moral of the employees through communication.

Rational: #2 \$20,019,094 Debenture

This amount represents what I consider to be a shortfall for two reasons:

The lack of support for education by the provincial government.

The failure of the provincial government to live up to certain fiscal promises.

The failure of our board to have a long term plan.

The failure of our board to make decisions.

The debenture would not be a threat to the board's fiscal stability.

Board Liabilities	\$530,000,000
Board's debt load	30,967,961
Debt load per cent	5.8%

Added Liabilities	\$530,000,000
Board's debt load	\$ 50,019,094
Debt load per cent	9.5%

The debt load should not exceed .

Rational #3 Westmount program:

It must be noted that this motion is not an attack on the Westmount program. This trustee has never entered into any debate regarding this program.

Secondary cost for one student for one year.	\$7,817.00
Number of credits achieved. Seven.	
Cost per credit	\$1,117.00
822 students=822x\$1,117.00=	\$928,174.00

Secondary cost for one student for one year	\$7,817.00
Westmount no. of credits achieved. four	
Cost per credit	\$1,954.00
822 students=822x\$1,954.00=	\$1,606,188.00

Difference in cost \$1,606,188.00-\$928,174.00=\$678,041.00

The question to be asked. Is it costing \$2,736,164.00 more to graduate 822 students at Westmount than at any other secondary school in the system? And if so is that fair?

Rational #4 Caledon Program transferred to the Westmont Building.

Comment: Although I have always supported Vocational Schools, I believe the Superintendent of Program when she says these students would benefit from an integrated program such as the Delta program. She has stated more than once it is her professional opinion that these students would be better served in an integrated program supported by subject enhancement.

Therefore not only would there be a cost savings, revenue from selling Caledon property, there would be an improvement in program delivery.

Caledon School enrolment, excluding 58 Alter Ed.	316
Westmount School enrolment	764
Total	1,080
Capacity of Westmount 80% of section 25.32	1,318

Rational #5 Parkview Program transferred to the Delta building.

Refer back to #4 for rational.

Parkview School enrolment	352
Delta school enrolment	932
Total	1,284
Capacity of Delta 80% of section 25.32	1,480

Rational #6 Consider closing a Secondary School in the lower city

Simply put , to operate a good secondary program it requires the minimum of 1,100 students. Currently there are six schools which can accommodate 8,285 students according to the 80%.

Number of students including Parkview	6,668
Excess student places	1,617

Rational #7 Consider closing a Secondary School on the mountain.

Currently there are five schools which can accommodate 6,684 students according to the 80%

Number of students including Caledon	5,605
Excess student places	1,079

Rational #8 Briarwood considered for closing.

Study would indicate the most cost efficient way of providing programs for adults.

Rational # 9 Close Dundurn Warehouse.

The Dundurn Warehouse is long overdue for demolition. Therefore those services presently provided at Dundurn should be considered for transfer to the vacate Ainslie Wood site. The board has delayed this decision for much to long a time. If the Officials have a reason for doing so they should report what that reason is. Perhaps the Ainslie Wood site has a buyer. If so we could consider the Briarwood site for the Warehouse activities.

Rational #10 Vacate the Vincent Massey Building.

The board can not afford to have the Asbestos team occupy Vincent Massey.

Rational #11 Sell Southview:

It seems rather ridicules that the board is thinking of terminating dedicated employees to help solve a budget problem and at the same time is allowing a tenant to escape their obligation of paying the rent.

Rational # 12 Contracting in.

In my opinion the most obvious money saver for the Board is contracting in.

Some examples of annual savings are:	Roofing, asphalt	\$ 93,484.00
	Boilers, Controls	133,148.00
	Plumbing	82,911.00
	Electrical Clocks	21,679.00

Other areas are Electrical, Painting, Grass cutting. Alarms. Graffiti removal.

How ever for this to happen there is need for a dramatic change in the attitude of some Board Personnel.

Summary:

The package presented addresses the decrease in revenues. The other area which is the increase in expenditures was addressed by motion at the Finance Committee on March 23, 1995. That action along with the proposals I have presented would mean a decrease in local taxes of approximately \$2.50 . One could consider putting back \$297,612.00 and therefore maintaining the money needed for rentals for city facilities for swimming pools and ice rinks.

Added to that the school trip monies could be reinstated, along with transportation to the out door programs .

The Board could also consider reversing the decision made on March 23, 1995 and choose to leave the amount of \$5,652.38 in the budget. This would mean an increase of approximately \$32.72 in local taxes.

The first part of the report deals with the general situation of the country and the progress of the work during the year. It is followed by a detailed account of the various projects and the results achieved.

The second part of the report deals with the financial aspects of the work. It gives a detailed account of the income and expenditure for the year, and shows how the funds have been used for the various projects.

The third part of the report deals with the personnel of the organization. It gives a list of the staff and their duties, and also a list of the volunteers who have helped in the work.

The fourth part of the report deals with the future plans of the organization. It gives a list of the projects which are being planned for the next year, and also a list of the funds which are needed for these projects.

The fifth part of the report deals with the general conclusions of the work. It gives a summary of the main findings of the report, and also a list of the recommendations which are made for the future.

ELEMENTARY SCHOOLS

"No. of Teachers in Non-Mandatory Programs"

Computer Studies	6.6
Design & Technology	20.2
Dramatic Arts	.97
Family Studies	20.9
French Immersion	15.55
Guidance	21.5
Library	77.5
Music	23.5
Physical Education (Boys)	9.28
Physical Education (Girls)	9.8
Physical Education	19.4
Itinerant Teachers - Music	24.4
Itinerant Teachers - Physical Education	43.2
Special Education - Learning Resource	65.201

EXHIBIT 1

THE STATE OF NEW YORK

1	County of ...
2	State of New York
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17	County of ...
18	State of New York
19	County of ...
20	State of New York

SECONDARY SCHOOLS

"No. of Teachers in All Programs"

On Site Computer Administrator	3.998
Computer Education (others listed as business teachers)	3.666
Co-op Education	21.667
Languages	36.999
Visual Arts	32.667
Developmentally Challenged	16.0
Family Studies	26.669
Drama	11.667
Business	65.337
English	105.005
English As a Second Language	13.334
Guidance	48.331
History	44.669
Mathematics	88.341
Physical Education	57.335
Science	75.999
French Immersion	2.334
Geography	32.333
Library	17.331
Music	18.667

SECONDARY SCHOOLS

"No. of Teachers in All Programs"

Technical & Vocational

Assistant Department Head	10.0
Dental	1.0
Design & Technology	1.0
Major Department Head	11.0
Sewing/Construction	1.334
Technical	23.334
Auto Mechanics	8.666
Auto Servicing	2.334
Building Construction & Woodworking	1.0
Building Construction	1.333
Commercial Foods	1.0
Cosmetology	3.667
Drafting	2.667
Electrical Servicing	.333
Electrical Technology	5.333
Flori/Horticulture	.667
Food Services	3.333
Hospital Services	.333
Small Engines	.333
Welding	1.0
Woodworking	1.667

1995 03 08

TO: The Chairman and Members
Operations and Finance Committee

FROM: P. Gillie, Superintendent - Administrative and Operational Services
L. Dixon, Manager Technical Services
Classroom Computer Group

RE: Instructional Computers - Acquisition Goals

REPORT: Information for Decision during Budget Review

BACKGROUND:

1. During the presentation of the Budget Estimates for Administrative and Operational Services the proposed allocation of 2 million dollars for 1995 for Classroom Computers was referenced.
2. The attached package includes a description of the current state of instructional computers in our System and a proposed approach to provide for acquiring and implementing computer technologies in our classrooms.
3. As indicated in the initial Budget Presentation it is the view of the Classroom Computer Group that the approach is in line with the direction of the Ministry of Education and Training and the outlook detailed in the Royal Commission Report on Learning.
4. It is an approach and plan to insure a level of technologies that must be sustained and maintained as a regular operating expenditure. It is not short term, but instead ongoing.

ISSUE:

To present to the Trustees the Report to Senior Management on the acquisition of Classroom Computers.

RECOMMENDATION:

The Report be received for information and decision subject to Budget Review

ATTACHMENTS:

Appendix 1	Goals for Achieving Technological Implementation
Appendix 2	Technological Implementation Plan
Appendix 3	Classroom Computer Group Goal for 1995 - Priorities
Appendix 4	Leasing of G.E.M.S. Computers
Appendix 5	Classroom Computer Group Membership

MEMORANDUM FOR THE RECORD

TO: The President and Vice President
FROM: The Secretary of the Board of Directors
SUBJECT: The Board of Directors has approved the proposed
amendment to the Charter of the Corporation, which was
presented to the Board at its meeting on January 15, 1964.
The amendment provides for the election of the Board of
Directors by the shareholders of the Corporation, and for the
election of the President and Vice President by the Board of
Directors.

It is recommended that the amendment be approved and
adopted by the Board of Directors.

The Board of Directors has also approved the proposed
amendment to the Bylaws of the Corporation, which was
presented to the Board at its meeting on January 15, 1964.
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Classroom Computer Group
Instructional Computer Program

Report to Senior Management

January 1995

Instructional Computer Program
Classroom Computer Group

Report to School Administration

March 1977

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Introduction - The context for committing to the 21st century

Since the early 1980's and the inception of microcomputers in the classroom, the program to equip our students with the tools to enter the twenty first century (tools demanded by parents and society in general) has been faced with numerous challenges.

Maybe the greatest of these challenges has resulted from the most intense period of technological advancement in recorded history occurring during a period of world wide recession. The recession has in a great degree impacted the taxation system and left school Boards struggling to provide appropriate and adequate technology to the classroom while struggling to keep taxation levels from increasing.

During this same period problems have been compounded by a reduction in funding levels from the provincial government coupled with provincially mandated programs in technology (i.e. Integrating Computers Across the Curriculum).

The first ten years have been spent in great part with a strong focus on acquisition of 'enough' computers and a magical moving ratio of 'students to computers'. The board presently has well over 4,000 computers for student use or about one computer for every ten students. This level has been achieved at no small cost to the taxpayer.

However, the enormous effort to attain this ratio (both financial and human) is now being overshadowed by the problems of obsolescence created in a technological development arena that creates totally new technology in months. Fully two thirds of the present classroom computers are obsolete in terms of current educational software. Breakdown rates of computers more than five years old are increasing monthly and the breakdown rate related to the oldest equipment can only be described as epidemic.

The ability of staff to keep current with the technological change has also become a significant issue as the availability of funds for staff development have been impacted by budget pressures.

Presently, there is great pressure to provide access for our schools to the 'Information Highway'. The Royal Commission on Learning has recommended a networked computer for every classroom in the province. The enormous cost involved in this endeavor tends to draw attention away from the very significant problems related to the logistics.

It is in this environment this report is prepared. The challenges are many and none are insignificant in size, scope or cost. If we are to prepare students for their roles in society, possessing skills that allow them to take advantage of technology, the next few years are critical. All members of the Classroom Computer Group are acutely aware of the need for budget restraint. However, the development of this report is with a focus on the needs of students living in a rapidly changing technological world. The real challenge will be in balancing the needs with our ability to fulfill them.

A Picture of The Problem

Obsolescence and repairs

Some Facts:

1. Most equipment is more than five years old
2. Oldest equipment predates hard disks and graphics displays
3. Parts are no longer available for some equipment
4. Repair costs are soaring
5. Amount of equipment out of service at any one time not acceptable
6. Length of time out of service affecting delivery of program
7. Most equipment not WINDOWS capable
8. Most Ministry licensed software is for WINDOWS
9. Less expensive clones proving more expensive over time

The ratio of around 10 students to 1 computer takes on a different meaning in light of these facts. Any solutions developed to address the problems must incorporate a program of replacement. It is obvious we cannot and will not be able to fund a complete replacement program that takes into account the present rate of technological change leading to obsolescence. New processors and new versions of the most popular software appear every six to 18 months.

Technicians spend most of their time repairing machines or fixing software problems rather than assisting teachers to make the best use of technology.

Infrastructure and Networking

The present infrastructure has been defined along two lines: instructional and administrative. There have been two sets of solutions and use of divergent technologies. Classroom networking is for the most part limited to one classroom at a time, while the administrative network connects all board sites in one network. With the responsibility for infrastructure and networking assigned to Administrative and Operational Services, a board wide standard technological infrastructure will be developed.

Software Maintenance

It is not possible to keep software up to date on the number of computers we now have. Software packages now comprise sets of six to ten diskettes each versus one or two 5 or 6 years ago. The number of technicians that would be required would be prohibitive from a financial point of view. Most of this classroom work is conducted by teachers outside of classroom time. Many teachers have not received adequate training to assist them in these tasks. The question must also be asked whether this is the best use of a teacher's time.

Human Resources

Three areas are of concern: site administrators, program coordinators and technicians. Site administrators spend significant time installing and maintaining software. They also act in the capacity of in house experts for most computer issues. Many receive little in the way of release time and there are at present no funds available for any significant training in technology.

In the Elementary and Secondary panels there is a total of less than 2 full time FTE positions in the Program department to support the implementation and use of technology. It should be noted that this technology is used across almost all of the curriculum.

With the amalgamation of the administrative technicians into the Technical Support Services section, it is too early to tell if additional technicians will be required to support the program. This will become more clear as standards are implemented and school networking is implemented.

Facilities

Some concerns:

1. The overuse of power bars instead of proper power outlets can compromise safety.
2. Open or exposed network cabling in labs can create safety hazards in terms of creating something to trip over and also leads to excessive maintenance due to student tampering.
3. Overheated (and sometimes underheated) rooms have led to premature equipment failure and very uncomfortable learning environments.
4. Standard desks whose design is more than twenty years old do not make ergonomically sound workstations. In administrative areas, we are seeing the first incidents of repetitive motion injury.
5. Renovations to the training centre and the addition of a second classroom have twice been stalled.

Rooms, power outlets, furniture, air conditioning, wiring have all been relegated to secondary importance at budget time as the need to improve 'the ratio' took precedence. Schools have gone to extraordinary lengths to make the best of what they have.

Program Goals

Two broad issues require solutions. The first relates to obsolescence and the difficulty with trying to implement new curriculum software where equipment is not in place that will cope with the software. Related, but still part of the same issue, is the effort required to install software on different computers that have been purchased at different times or have different options, each requiring a different solution.

The second issue is that to date, relatively very little has been done to provide teachers with administrative computing tools. This has been brought into focus by the implementation plans for the common grade nine report card. Plans are to have teachers use computers to produce the report cards. However, computers that use a Graphic User Interface that will be needed for this task are a small minority of the total computers presently installed.

A Plan to Improve the Picture

Staff Development

In the implementation of technology, staff development is as significant a factor of success as the technology itself. Not just the technical knowledge required to setup and maintain computer equipment, but the knowledge of how to integrate the technology into the curriculum for the benefit of students. Site administrators presently spend significant amounts of time in the setup and maintenance of software. If this time can be reduced with appropriate technology and standards, then their time could be spent on the issue of curriculum integration. Very little time is allowed for staff development related to these issues.

It is mandatory that a significant portion of the overall financial plan be committed to staff development prior to any acquisition of equipment. Without this commitment, the effectiveness of the implementation will be jeopardized.

Timelines

If we can initiate a plan in 1995, three years to bring the inventory into a manageable technological state would appear to be the maximum before we would begin to fall behind again.

Standardization/Variation

Any plan to begin revamping the existing infrastructure would have to include specifications for board wide technological standards. These standards would encompass (but not be limited to) equipment features, software configurations, network protocols, facilities planning and staff development requirements.

These standards would decrease the amount of time spent on hardware and software maintenance and reduce the requirements for staff development.

The goal would be to provide access to technology in a fashion that parallels the provision of phones. Each is common in basic function and connects to all others within the board through a common network scheme. In addition, connection would be made through a central port to the outside world and the 'information highway'.

Where program requirements demand, variation from the standard would be defined using predetermined guidelines.

Pilot Plans

In the first year, there would be provision for pilots to be conducted in both Elementary and Secondary panels to assist in developing and defining the standard infrastructure. These pilots would address school networking (all classrooms), lab design, software install and upgrading, repair processes and access to the information highway.

Part of the plan would be to use the Paikin library model and the Columbia library system in a school environment to provide access to all school library data (including CD ROM's) from a central site in the school.

Merging Administrative/Instructional Infrastructure

At present there is a robust city wide administrative network connecting all board sites. Within the Secondary schools, a local area network in the school office connects all administrative computers. This local area network is in turn attached to the city network. In the Elementary schools, there is no local area network, but the office computers are still connected to the city network. Plans for replacing the existing setup in Elementary schools with a local area network is tentatively scheduled for 1996.

It is intended that the administrative networks be extended to the classrooms. This would create one large network which would have a single connection to the information highway thereby giving appropriate connection services to all board computers. Also important, the installation and maintenance of software would be facilitated from central points in the network to multiple computers rather than one at a time using diskettes.

Replacement

From a replacement point of view it would appear much more reasonable that a six year, three tier approach be taken.

Tier one would be the latest technology. Each year the oldest one sixth of the technological equipment inventory would be replaced. The newest technology equipment would be placed in the most advantageous area depending on program needs. As much as is possible, equipment purchased in the second year would be identical to the first year. Tier one equipment would take advantage only of those features and software that were deemed absolutely necessary to meet program needs.

Tier two would be equipment purchased in the first two years of a six year cycle but is now 3 or 4 years old. Operating system software versions (WINDOWS, DOS, SYSTEM 7) should be frozen and be reviewed for possible upgrade annually. Application software would be upgraded only to meet specific mandatory program needs.

Tier three would be the oldest equipment (at least 4 years old and mostly not more than six years old). All system and application software versions would be frozen. An annual review would be conducted to assess potential upgrades for prolonging useful life. An annual review of repair history would also be conducted to assess the possibility of eliminating equipment that has become too expensive to continue to service. Stringent attention to repair history of equipment would be required to assist in the acquisition of new equipment that shows the least probability of higher service costs.

The Price Tag

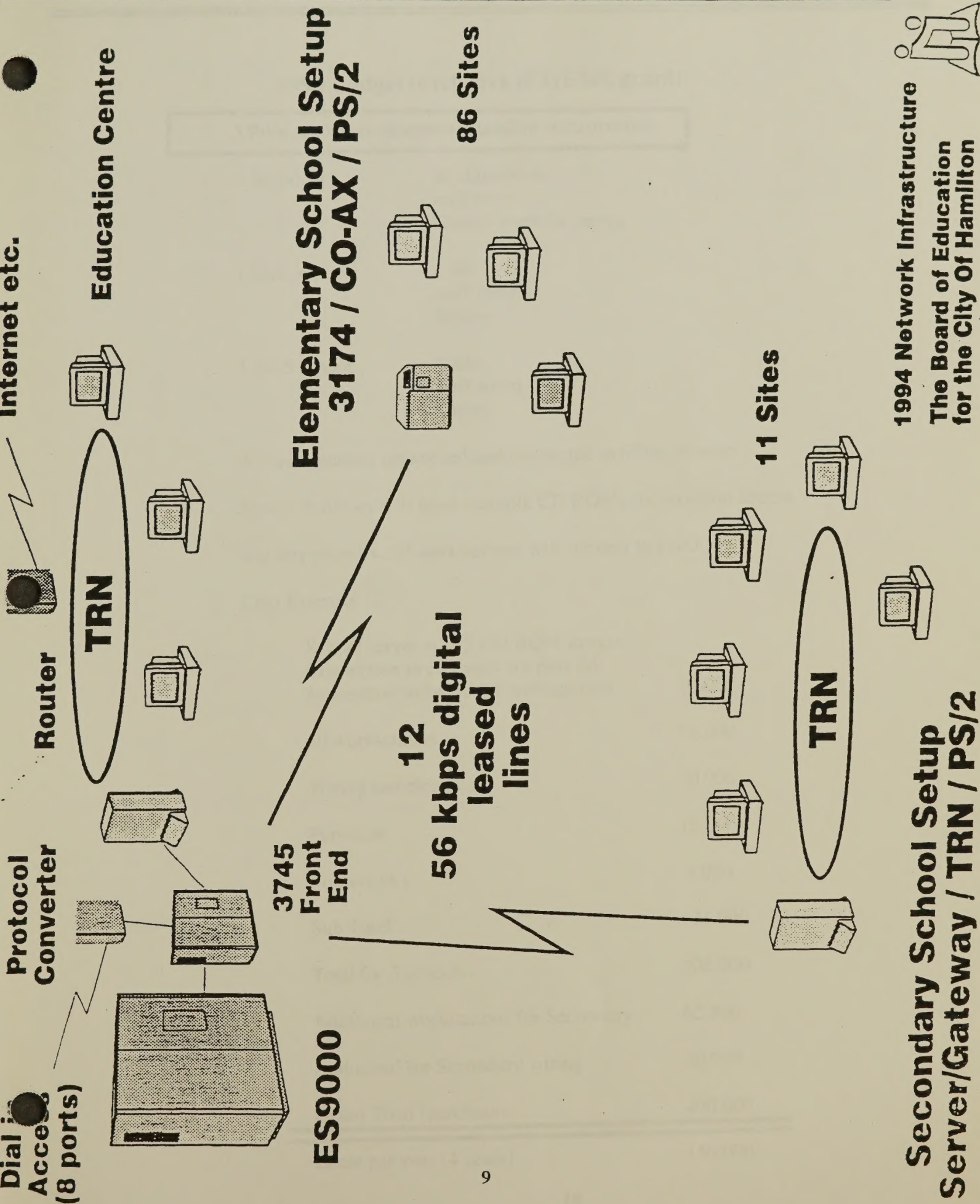
The Reality of Technological Change

A very significant factor of the technological revolution must be clearly understood before an implementation plan proceeds. With the current rate of development and rapid obsolescence, it will be impossible to attain or maintain a state of the art environment. Keeping computers for ten years might be compared to keeping automobiles for 30 years. The cost to keep current, or as current as is reasonable, will need to be considered an operational cost. The effect of this factor could be reduced if an industry wide resistance develops to the continual change. There are some signs that this is occurring as large corporate customers face the impending release of new operating system software like WINDOWS 95.

How Much, When

Costs have been developed from an ideal point of view. Some influence has been felt from the few Canadian schools that have been newly built to fully incorporate technology. An estimate of Input from our schools through consultation lead by Program Staff, tells us this vision will cost close to 20 million dollars to outfit. While this may seem insurmountable, we believe the framework outlined in this paper will guide us to this goal.

Appendices: The appendices that follow provide support detail to this vision.



INFRASTRUCTURE PILOT FOR 1995 - PROPOSED BUDGET

1995 Budget (exclusive of GEMS grant)

- 3 Pilot schools to determine standard infrastructure
- 1 Secondary
 - all classrooms
 - staff room
 - library resource centre
 - 1 Mid. school
 - 1 lab
 - staff room
 - library
 - 1 JK-5 school
 - 1 lab
 - staff room
 - library
 - All workstations networked and connected to office network
 - Server in library will have multiple CD ROMs for common access
 - Via city network, all workstations will connect to ENO
 - Cost Estimate

School server with 2 CD ROM towers	
Connection to city network plus all	
connection software for workstations	20,000

30 workstations	75,000
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Wiring and electrical	20,000
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Furniture	15,000
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Printers (4)	5,000
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Sub Total	135,000
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Total for 3 schools	405,000
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Additional workstations for Secondary	62,500
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Additional for Secondary wiring	20,000
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Grand Total (purchase)	490,000
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Lease per year (4 years)	150,000
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Investment Bank for the Future

Investment Bank for the Future

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Investment Bank for the Future

CRITERIA FOR PILOT SELECTION

The selection of *3 Pilot Sites* in which to install a "school wide" network must be done in accordance with the following criteria. The purpose *to determine the best possible standard infrastructure* must not be lost in this decision or installation.

Criteria

- staff readiness - Administration, Teacher Librarian, Teachers
 - willingness to commit
 - inhouse expertise
- physical (eg. air conditioning) readiness of the building, including security
- demonstrated use of software
- school plan for Program and Computers consistent with Ministry and Board goals
 - pedagogically sound
- political factors - eg. geographical locations and distribution
- financial factors - enough in place to minimize additional costs to the pilot
- school need
- an understanding of the purpose of the pilot (to determine standard infrastructure)

METHOD TO SELECT TO BE DONE IN CONCERT WITH PROGRAM DEPARTMENT

CRITERIA FOR PILOT SELECTION

The selection of a pilot is a process which is based on a number of criteria. The criteria are divided into two main categories: physical and psychological. The physical criteria are those which relate to the pilot's physical attributes, while the psychological criteria are those which relate to the pilot's mental attributes.

Physical Criteria

- 1. Height and weight: The pilot must be of a certain height and weight to be able to operate the aircraft safely.
- 2. Vision: The pilot must have good vision, both near and far, and must be able to wear corrective lenses if necessary.
- 3. Hearing: The pilot must have good hearing, both in the air and on the ground.
- 4. Cardiovascular system: The pilot must have a healthy cardiovascular system, as this is essential for the physical demands of flying.
- 5. Respiratory system: The pilot must have a healthy respiratory system, as this is essential for the physical demands of flying.
- 6. Musculoskeletal system: The pilot must have a healthy musculoskeletal system, as this is essential for the physical demands of flying.
- 7. General health: The pilot must be in good general health, as this is essential for the physical demands of flying.

It is important to note that these criteria are only a guide, and that the final decision on whether a pilot is suitable for selection will be made by the selection committee.

GOALS FOR ACHIEVING TECHNOLOGICAL IMPLEMENTATION

To achieve a high level of technological implementation the collective and coordinated work of these groups and others will be necessary. This can happen through the Committee to be established by the Director. (Program Committee Recommendation 1994 11 03) Representation at this Committee from the groups listed along with additional representation as determined will insure the coordination of effort toward technological implementation.

Commitment to the following goals is essential in order to achieve a seamless technical environment that will enable all persons in the Hamilton Board of Education to communicate in the most convenient way possible and to use, as required, information that is current and readily accessible.

1. Recognition that putting people, process and participation first is critical to successful technological implementation.
2. Acceptance and use of corporate wide standards for infrastructure, hardware and peripherals, and processes and procedures.
3. An infrastructure that will enable flexibility at an affordable level according to the need of the end user.
4. A seamless environment between instructional and administrative technologies.
5. A training and development program that is dedicated to technological competency (literacy, numeracy, maintenance) for all students and staff in relation to the level at which applications will be required.
6. Frequent communication about the goals of this plan

GOALS FOR AGRICULTURAL DEVELOPMENT

The primary goal of the Agricultural Development Program is to increase the productivity and efficiency of the agricultural sector. This will be achieved through the implementation of various measures, including the provision of technical assistance, the improvement of infrastructure, and the promotion of rural extension services. The program also aims to enhance the income and living standards of the rural population, thereby contributing to the overall economic growth and social stability of the country.

The program is designed to be a long-term effort, with a focus on sustainable development. It will involve the active participation of the government, the private sector, and the rural community. The program's success will be measured by the extent to which it achieves its stated goals and objectives, and by the degree to which it has contributed to the overall development of the country.

1. To increase the productivity and efficiency of the agricultural sector.
2. To improve the infrastructure of the agricultural sector.
3. To promote rural extension services.
4. To enhance the income and living standards of the rural population.
5. To contribute to the overall economic growth and social stability of the country.
6. To ensure the sustainability of the program.
7. To involve the active participation of the government, the private sector, and the rural community.
8. To measure the success of the program by its contribution to the overall development of the country.

TECHNOLOGICAL IMPLEMENTATION PLAN

IN
PLACE

NEEDED

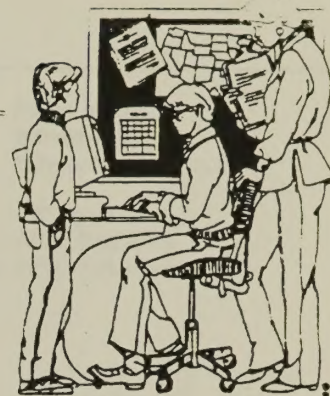
SENIOR MANAGEMENT	INTEGRATED INFORMATION SYSTEMS PROJECT TEAM	I. I. S. SECRETARIAL LIAISON GROUP	DATA GROUP
CLASSROOM COMPUTER GROUP (GEMS)	DIRECTOR'S COMMITTEE Chairs/ Leaders of Groups Meet quarterly Insure Standards Steering Committee		TELECOMMUNICATIONS GROUP
SITE ADMINISTRATORS			TRUSTEE COMMUNICATION COMMITTEE POLICY
COLUMBIA GROUP	HARDWARE SELECTION GROUP	ADMINISTRATIVE ACQUISITION GROUP	SEPTEMBER 30 MINISTRY REPORT GROUP

TECHNOLOGICAL IMPLEMENTATION

Project Name	Project ID

Project Name	Project ID	Project Manager	Project Status
Project A	001	John Doe	In Progress
Project B	002	Jane Smith	Completed
Project C	003	Mike Johnson	On Hold
Project D	004	Sarah Brown	Planned
Project E	005	David White	In Progress
Project F	006	Emily Green	Completed
Project G	007	Chris Black	On Hold
Project H	008	Alexander Grey	Planned
Project I	009	Olivia Blue	In Progress
Project J	010	Benjamin Yellow	Completed

Classroom Computer Group GOAL FOR 1995 - PRIORITIES



A. A Picture of the Problem

-  obsolescence
-  follow through to the end of a purchase cycle
-  infrastructure and dramatic change in and pressure for network technology and converging technologies
-  software maintenance
-  Human Resources to Support instruction and non instruction
-  Facilities (furniture, room conditions such as temperature)
-  Program Goals

B. A Plan to Improve the Picture

-  Three Years is the limit (technologies currently change at a rate of every 18 months)
-  Overall three year plan must be consistent for both Elementary and Secondary
-  The route to achieve the plan across the system will vary for both Elementary and Secondary in relation to the nature of the school type and the progression of program needs in the curriculum

C. The Price Tag

-  over three years upwards of 20 million dollars to address program, people, product, plant for all of our schools, a plan for financing will be necessary
-  an understanding of the current operation , how administrative and instructional processes are blending, and the overall technical infrastructure will point out how existing budget monies can be redirected to achieve the 21st century learning environment desirable for our students



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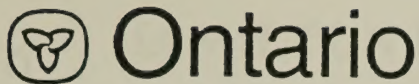
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Ministry
of Education
and Training

Ministère
de l'Éducation
et de la Formation

Mowat Block
900 Bay St
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MEMORANDUM TO: Directors of Education

OFFICE OF THE

FROM: Mariette Carrier-Fraser
Jill Hutcheon

JAN 4 1995

DATE: December 30, 1994

DIRECTOR OF EDUCATION

SUBJECT: LEASING OF G.E.M.S COMPUTERS

In order to improve flexibility within the G.E.M.S. allocation, effective January 1, 1995, school boards may enter into leasing agreements for the acquisition of G.E.M.S. computers. It must be understood, however, that if ministry funding for this program is terminated or reduced, boards would be responsible for all financial obligations associated with any years remaining on lease agreements.

Rules regarding how the allocation may be spent remain the same as last year: up to 100% for stage 2A equipment, up to 35% for stage 2B equipment and teacher training, and up to 10% for software. Details of the amount of the G.E.M.S. allocation for 1995 will be provided with the announcement of the 1995 General Legislative Grants Regulation.

We trust that this announcement will be helpful to school boards, in a time of fiscal constraint, in achieving the objectives set out in their long range plans for the integration of computers into the curriculum.

Mariette Carrier-Fraser
Assistant Deputy Minister
Elementary, Secondary
Postsecondary Operations
and French-Language Education

Jill Hutcheon
Assistant Deputy Minister
Policy Priorities and
Curriculum and Development

Province of Ontario
Ministry of Health
Toronto, Ontario

Health Services
Division
Toronto, Ontario

Health Services
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HAMILTON BOARD OF EDUCATION

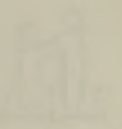
CLASSROOM COMPUTER GROUP

MANDATE: to insure through a consultative process the purchase or acquisition of classroom computers, peripherals, software, training and inservice that is consistent with Program Goals and System Wide Technical Standards



MEMBERS

NAME	ROLE / TITLE	LOCATION	NUMBER	PROF ID
Ruth Brandon	Consultant - Curriculum Computers, Elementary Site Administrators	Ed Centre	Ext. 2337	RBRANDON
Frank Cooke	Assistant Superintendent Program	Ed Centre	Ext. 2360	FCOOKE
Gerry Cooper	Administrative Assistant - Secondary	Sherwood/ Barton	Ext. 2490	GCOOPER
Eto Corcione	Lower City Principals - Liaison	Hess School	527-1439	ECORCION
Len Dixon	Manager - Technical Services	Ed Centre	Ext. 2251	LDIXON
Pat Gillie	Superintendent Administrative & Operational Services	Ed Centre	Ext. 2347	PGILLIE
Denver Haynes	Manager - Administrative Services	Ed Centre	Ext. 2223	DHAYNES
Dave Maddocks	Mountain Principals - Liaison	Pauline Johnson	388-1761	DMADDOCK
Paul Murphy	Principals - Liaison	Barton	Ext. 2481	PMURPHY
Paul Pereira	Software Technician	Briarwood	Ext. 2315	PPEREIRA
Paul Rehak	Chair, Secondary Site Administrators	Sir Winston Churchill	547-6415	CHURCHILL
Avanell Scherer	Coordinator - Business, Co-op and Secondary Computers	Ed Centre	Ext. 2317	ASCHERER
Ed Schumaker	Purchasing	Ed Centre	Ext. 2265	ESCHUMAK
Iselle Whyte	Consultant - Partners in Action	Ed Centre	Ext. 2313	GWHYTE



CLASSROOM COMPUTER GROUP

MEMBERSHIP LIST FOR THE CLASSROOM COMPUTER GROUP. This list is for informational purposes only and does not constitute an official record of the Board of Education. The Board of Education reserves the right to modify or delete this list at any time without notice.

MEMBERS

NAME	ADDRESS	CITY	STATE	ZIP
Mr. J. H. Smith	123 Main St.	Milton	MA	02186
Mr. R. L. Jones	456 Oak St.	Milton	MA	02186
Mr. T. K. Brown	789 Elm St.	Milton	MA	02186
Mr. D. M. White	101 Pine St.	Milton	MA	02186
Mr. S. P. Green	202 Cedar St.	Milton	MA	02186
Mr. L. N. Black	303 Birch St.	Milton	MA	02186
Mr. K. O. Gray	404 Spruce St.	Milton	MA	02186
Mr. H. I. Blue	505 Willow St.	Milton	MA	02186
Mr. G. J. Red	606 Ash St.	Milton	MA	02186
Mr. F. L. Yellow	707 Hickory St.	Milton	MA	02186
Mr. E. M. Purple	808 Maple St.	Milton	MA	02186
Mr. C. R. Brown	909 Cherry St.	Milton	MA	02186
Mr. B. S. Green	1010 Walnut St.	Milton	MA	02186
Mr. A. T. Black	1111 Elm St.	Milton	MA	02186
Mr. Y. U. Gray	1212 Pine St.	Milton	MA	02186
Mr. X. V. Blue	1313 Cedar St.	Milton	MA	02186
Mr. W. T. Red	1414 Birch St.	Milton	MA	02186
Mr. Z. S. Yellow	1515 Spruce St.	Milton	MA	02186
Mr. A. R. Purple	1616 Willow St.	Milton	MA	02186
Mr. B. Q. Brown	1717 Ash St.	Milton	MA	02186
Mr. C. P. Green	1818 Hickory St.	Milton	MA	02186
Mr. D. O. Black	1919 Maple St.	Milton	MA	02186
Mr. E. N. Gray	2020 Cherry St.	Milton	MA	02186
Mr. F. M. Blue	2121 Walnut St.	Milton	MA	02186
Mr. G. L. Red	2222 Elm St.	Milton	MA	02186
Mr. H. K. Yellow	2323 Pine St.	Milton	MA	02186
Mr. I. J. Purple	2424 Cedar St.	Milton	MA	02186
Mr. J. I. Brown	2525 Birch St.	Milton	MA	02186
Mr. K. H. Green	2626 Spruce St.	Milton	MA	02186
Mr. L. G. Black	2727 Willow St.	Milton	MA	02186
Mr. M. F. Gray	2828 Ash St.	Milton	MA	02186
Mr. N. E. Blue	2929 Hickory St.	Milton	MA	02186
Mr. O. D. Red	3030 Maple St.	Milton	MA	02186
Mr. P. C. Yellow	3131 Cherry St.	Milton	MA	02186
Mr. Q. B. Purple	3232 Walnut St.	Milton	MA	02186
Mr. R. A. Brown	3333 Elm St.	Milton	MA	02186
Mr. S. Z. Green	3434 Pine St.	Milton	MA	02186
Mr. T. Y. Black	3535 Cedar St.	Milton	MA	02186
Mr. U. X. Gray	3636 Birch St.	Milton	MA	02186
Mr. V. W. Blue	3737 Spruce St.	Milton	MA	02186
Mr. W. V. Red	3838 Willow St.	Milton	MA	02186
Mr. X. U. Yellow	3939 Ash St.	Milton	MA	02186
Mr. Y. T. Purple	4040 Hickory St.	Milton	MA	02186
Mr. Z. S. Brown	4141 Maple St.	Milton	MA	02186
Mr. A. R. Green	4242 Cherry St.	Milton	MA	02186
Mr. B. Q. Black	4343 Walnut St.	Milton	MA	02186
Mr. C. P. Gray	4444 Elm St.	Milton	MA	02186
Mr. D. O. Blue	4545 Pine St.	Milton	MA	02186
Mr. E. N. Red	4646 Cedar St.	Milton	MA	02186
Mr. F. M. Yellow	4747 Birch St.	Milton	MA	02186
Mr. G. L. Purple	4848 Spruce St.	Milton	MA	02186
Mr. H. K. Brown	4949 Willow St.	Milton	MA	02186
Mr. I. J. Green	5050 Ash St.	Milton	MA	02186
Mr. J. I. Black	5151 Hickory St.	Milton	MA	02186
Mr. K. H. Gray	5252 Maple St.	Milton	MA	02186
Mr. L. G. Blue	5353 Cherry St.	Milton	MA	02186
Mr. M. F. Red	5454 Walnut St.	Milton	MA	02186
Mr. N. E. Yellow	5555 Elm St.	Milton	MA	02186
Mr. O. D. Purple	5656 Pine St.	Milton	MA	02186
Mr. P. C. Brown	5757 Cedar St.	Milton	MA	02186
Mr. Q. B. Green	5858 Birch St.	Milton	MA	02186
Mr. R. A. Black	5959 Spruce St.	Milton	MA	02186
Mr. S. Z. Gray	6060 Willow St.	Milton	MA	02186
Mr. T. Y. Blue	6161 Ash St.	Milton	MA	02186
Mr. U. X. Red	6262 Hickory St.	Milton	MA	02186
Mr. V. W. Yellow	6363 Maple St.	Milton	MA	02186
Mr. W. V. Purple	6464 Cherry St.	Milton	MA	02186
Mr. X. U. Brown	6565 Walnut St.	Milton	MA	02186
Mr. Y. T. Green	6666 Elm St.	Milton	MA	02186
Mr. Z. S. Black	6767 Pine St.	Milton	MA	02186
Mr. A. R. Gray	6868 Cedar St.	Milton	MA	02186
Mr. B. Q. Blue	6969 Birch St.	Milton	MA	02186
Mr. C. P. Red	7070 Spruce St.	Milton	MA	02186
Mr. D. O. Yellow	7171 Willow St.	Milton	MA	02186
Mr. E. N. Purple	7272 Ash St.	Milton	MA	02186
Mr. F. M. Brown	7373 Hickory St.	Milton	MA	02186
Mr. G. L. Green	7474 Maple St.	Milton	MA	02186
Mr. H. K. Black	7575 Cherry St.	Milton	MA	02186
Mr. I. J. Gray	7676 Walnut St.	Milton	MA	02186
Mr. J. I. Blue	7777 Elm St.	Milton	MA	02186
Mr. K. H. Red	7878 Pine St.	Milton	MA	02186
Mr. L. G. Yellow	7979 Cedar St.	Milton	MA	02186
Mr. M. F. Purple	8080 Birch St.	Milton	MA	02186
Mr. N. E. Brown	8181 Spruce St.	Milton	MA	02186
Mr. O. D. Green	8282 Willow St.	Milton	MA	02186
Mr. P. C. Black	8383 Ash St.	Milton	MA	02186
Mr. Q. B. Gray	8484 Hickory St.	Milton	MA	02186
Mr. R. A. Blue	8585 Maple St.	Milton	MA	02186
Mr. S. Z. Red	8686 Cherry St.	Milton	MA	02186
Mr. T. Y. Yellow	8787 Walnut St.	Milton	MA	02186
Mr. U. X. Purple	8888 Elm St.	Milton	MA	02186
Mr. V. W. Brown	8989 Pine St.	Milton	MA	02186
Mr. W. V. Green	9090 Cedar St.	Milton	MA	02186
Mr. X. U. Black	9191 Birch St.	Milton	MA	02186
Mr. Y. T. Gray	9292 Spruce St.	Milton	MA	02186
Mr. Z. S. Blue	9393 Willow St.	Milton	MA	02186
Mr. A. R. Red	9494 Ash St.	Milton	MA	02186
Mr. B. Q. Yellow	9595 Hickory St.	Milton	MA	02186
Mr. C. P. Purple	9696 Maple St.	Milton	MA	02186
Mr. D. O. Brown	9797 Cherry St.	Milton	MA	02186
Mr. E. N. Green	9898 Walnut St.	Milton	MA	02186
Mr. F. M. Black	9999 Elm St.	Milton	MA	02186
Mr. G. L. Gray	10000 Pine St.	Milton	MA	02186

MINUTES OF THE SPECIAL MEETING OF THE
OPERATIONS AND FINANCE COMMITTEE

1995 03 30

SEE REVISED PAGE 2

Present: Trustees Cunningham (Chairman), Hicks, Lowe, Orban, Rogers and Stewart.

Not

Present: Trustee Desmarais.

APR 11 1995

Also

Present: Trustees Bishop, Darby, Gage, Hill, Johnston, Johnstone, Korz, MacDonald, Mulholland, Paquin, Patenaude and Rodgeron.

Officials

Present: D. Goodridge (Director of Education and Secretary)
 P. Shewfelt (Superintendent of Finance and Treasurer)
 E. Bond (Superintendent of Program)
 R. Binns (Superintendent of Human Resources)
 P. Gillie (Superintendent - Administrative and Operational Services)
 N. Nicholls (Superintendent of Schools - Mountain)
 M. Quinn (Superintendent of Schools - Lower City)
 R. Lavoie (Superintendent of Schools - French as a First Language)
 S. Thompson (Assistant Superintendent of Schools - Lower City)
 G. Rutledge (Controller)

Miss Cunningham called the meeting to order at 18:30 hours, noting regrets for not attending were received from Trustee Desmarais.

Moved by Mr. Stewart: That this meeting recess in order to hold a brief Caucus of the Board.
 Carried.

The Special Meeting of the Operations and Finance Committee re-convened at 19:00 hours.

GENERAL

Application for Financing Construction of Child Care Centres

- requested by Trustee Bishop

Moved by Mrs. Bishop:

That, in response to the memorandum dated 1995 02 14 regarding Child Care Centres from the Ministry of Education and Training, the Board of Education for the City of Hamilton request funding from the Ministries of Education and Training and Community and Social Services to finance the construction of two child care centres located at the existing sites of Centennial and Queen Mary Schools at no cost to this Board.

CARRIED

INTRODUCTION

Status of the 1995 Estimates

Mr. Shewfelt detailed the Report.

Mrs. Bishop requested information on the cost savings generated for vacant positions which have not been filled.

BUSINESS ARISING OUT OF THE MINUTES:REVISED*Consumable Expenditure Reductions - \$1,000,000

Moved by Mr. Stewart:

That \$118,200 for Consumables and Equipment Expenditures be removed from the 1995 Budget.

Moved in amendment by Ms. Orban:

That an additional \$381,800* be removed from the Consumable Expenditures budget of the Superintendents of Schools.

Ms. Orban confirmed her amendment would result in a total of \$500,000 removed from the Consumables and Equipment Expenditures budget.

Mr. Quinn expressed his concerns with the proposed additional reduction.

It was acknowledged that the officials would have the flexibility of integrating the reduction across all lines.

Mr. Stewart agreed to incorporate the additional reduction as a friendly amendment.

The following motion, as amended, was put to a vote and was CARRIED:

That \$500,000 for Consumables and Equipment Expenditures be removed from the 1995 Budget, \$381,800* of which is from the Superintendents of Schools.

Moved by Mr. Hicks:

That \$24,000 for Consumables be reduced from the Trustees' budget (Director and Secretary tab, page 3).

Referring to the Board Minutes line, Mr. Goodridge reminded the members of the \$6,000 reduction approved at an earlier meeting.

Mr. Hicks agreed to change the amount of reduction to \$18,000.

When it was noted that this represents a 28.8% decrease, Mrs. Hill suggested the reduction should reflect a 10.4% decrease (\$8,655) in concert with other reductions in this area. Taking into consideration the \$6,000 reduction made earlier, it was

Moved in amendment by Mrs. Hill:

That the Trustees' budget for Consumables be reduced by \$2,654.

Mrs. Hill called the question and it was Carried.

The amendment was put to a vote and was CARRIED.

The motion, as amended, was put to a vote and was CARRIED.

1994 Expenditures by Superintendency

Moved by Mrs. Bishop:

That a further \$1,000,000 be removed from Lines 1 and 2 for the Superintendent of Schools.

Mrs. Bishop confirmed this would mean a reduction in teaching staff.

It was clarified for the members that only five positions (4 Maintenance and 1 Clerical staff) in Administrative and Operational Services remain unfilled at this time. Mr. Shewfelt indicated that the vacancy in the position of Buyer – Purchasing occurred only recently and filling this position has been deferred until after the budget deliberations.

Noting the next agenda item was to set the mill rate, Mrs. Bishop asked and was permitted to withdraw her motion.

Motion to adopt a budget not to exceed 2.8% increase to the taxpayer

Miss Cunningham reminded the members that the following motion made by Mrs. Hill was on the floor when the 1995 03 29 Special Operations and Finance Committee meeting adjourned:

That this Board adopt a budget not to exceed 2.8% increase to the taxpayer.

Concluding that a 2.8% increase is too low for this Board to establish a Budget, it was

Moved in amendment by Canon Rogers:

That this Board adopt a budget of 3.5% increase to the taxpayer.

Mr. Shewfelt advised that this would equate to approximately a \$33 increase in taxes for an average household assessment, with the Board shortfall at \$6 million. In response to a question, Mr. Goodridge offered that each \$1 million equates to 50 positions.

Moved in amendment to the amendment by Mrs. Bishop:

That this Board adopt a budget of 4.1% increase to the taxpayer.

Trustees in support of the amendment:

- .contended a lower target would severely harm the education system
- .noted that the Board compares favourably in terms of increases in recent years

Trustees opposed to the amendment:

- .felt taxpayers could not absorb this additional tax burden
- .pointed to the unpaid taxes that exist and the loss of businesses because of the increasing property taxes
- .offered that more collaboration with employee groups could help meet a lower target

Mr. Korz requested recorded votes for the three motions.

The amendment to the amendment was put to a vote and was LOST. Those opposed: Trustees Cunningham, Hicks, Hill, Johnstone, Korz, Lowe, Orban, Rodgeron and Stewart; those in favour: Trustees Bishop, Darby, Gage, Johnston, Mulholland, Paquin, Patenaude and Rogers.

The amendment was put to a vote and was LOST. Those opposed: Trustees Cunningham, Hicks, Hill, Johnstone, Korz, Lowe, Orban, Rodgeron and Stewart; those in favour: Trustees Bishop, Darby, Gage, Johnston, Mulholland, Paquin, Patenaude and Rogers.

The motion was put to a vote and was CARRIED. Those in favour: Trustees Cunningham, Hicks, Hill, Johnston, Johnstone, Korz, Lowe, Orban, Rogers and Stewart; those opposed: Trustees Bishop, Darby, Gage, Mulholland, Paquin and Patenaude. Trustee Rodgeron abstained.

Mrs. Rodgeron asked to be recorded that she abstained because she is aiming for a 0% increase.

Rental Fees – French Language Section

Citing the provisions in the Education Act, Section 318 (6), Mr. Lavoie affirmed that this item is exclusive to French Language Section.

Several trustees expressed concern that the Board was paying rent while there is accommodation available at the Education Centre.

Mr. Stewart assumed the Chair to enable Miss Cunningham to speak on this agenda item.

Miss Cunningham stated for the record her concerns with the off-site location for French Language Section, particularly the impact of the rental fees on the Board's budget.

Mr. Lavoie noted this arrangement facilitates the sharing of services between the two boards, eliminating some duplication.

Options available to the Board to realize savings which include but are not limited to the Workload Study of CUPE 1344

There was no action taken on this item.

Afternoon Shifts for Cleaners in Secondary Schools, effective 1995 09 01

Mr. Binns distributed copies of a Report regarding "Recommended Implementing Afternoon Shift for Cleaners in Secondary Schools" and reviewed the rationale (see attached).

As he would like to receive more information relative to a more comprehensive picture of how this direction would affect other aspects of the system, it was

Moved by Mr. Stewart:

That the Report be tabled.

CARRIED

NEW BUSINESS:

Other Considerations

Snow Removal – Administrative and Operational Services

Moved by Ms. Orban:

That \$60,000 for Snow Removal be removed from the budget of Administrative and Operational Services.

Moved in amendment by Mrs. Bishop:

That the motion be referred to the officials for a review. LOST.

The motion was put to a vote and was CARRIED.

At this point, it was

Moved by Mr. Mulholland:

1. That the following be included in the budget:

- (a) Salaries and Wages: \$930,000
Replace staff:
(Administrative and Operational Services,
*, Financial Services)
- (b) Replace Program Services \$624,000
- (c) A hiring freeze to be applied to these areas of operation until 1996 12 31.
- (d) Any position that becomes vacant and is deemed not essential in these areas of operation will not be filled.

2. That the debt charge payments of \$3,225,936 be reduced by \$1,225,936.

3. That the Superintendent of Finance negotiate the re-amortization of the Board's debentures.

Mr. Mulholland noted that he had not included Human Resources Services* in his motion as he had a conflict of interest in this area and suggested that another trustee consider adding this area to his motion.

Following a brief discussion, the motion was put to a vote and was LOST.

Mr. Darby requested further information on actual spending to date for Consumables, Capital and Elementary/Secondary teacher staffing.

Miss Cunningham indicated that approval of the mill rate at the special meeting of the Board tonight will enable the officials to meet City Hall's deadline. It is anticipated that the Board will continue in its efforts to meet this year's budget mandate.

Following a recess which the Chairman called for staff to calculate the estimates for the 1995 budget, the meeting re-convened at 22:55 hours.

Moved by Mr. Stewart:

That this Committee continue to meet past 23:00 hours.

Carried

GENERALAdoption of the Estimates

Moved by Mr. Stewart:

(a) That Lines 1 and 2 of General Business of the 1995 Budget in the amount of \$32,208,980 be approved, and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

(b) That Lines 3 to 20 of General Business of the 1995 Budget in the amount of \$26,674,808 be approved and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

Mr. Korz requested recorded votes for both clauses in the motion.

Ms. Patenaude declared a conflict of interest for Clause 1 and stated she would neither debate nor vote on that clause.

Clause (a) [Lines 1 and 2] was put to a vote and was CARRIED. Those in favour: Trustees Cunningham, Hicks, Hill, Johnstone, Korz, Lowe, Orban, Rodgerson and Stewart; those opposed: Trustees Bishop, Darby, Gage, Johnston, MacDonald, Mulholland, Paquin and Rogers.

Clause (b) [Lines 3 and 20] was put to a vote and was LOST. Those opposed: Trustees Bishop, Darby, Gage, Johnston, MacDonald, Mulholland, Paquin, Patenaude and Rogers; those in favour: Trustees Cunningham, Hicks, Hill, Johnstone, Korz, Lowe, Orban, Rodgerson and Stewart.

ELEMENTARY/SECONDARYAdoption of the Estimates

Moved by Mr. Stewart:

(a) That Lines 1 and 2 of Elementary/Secondary Business of the 1995 Budget in the amount of \$185,029,064 be approved and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

(b) That Lines 3 to 20 of Elementary/Secondary Business of the 1995 Budget in the amount of \$10,679,716 be approved and that the Superintendent of Finance and Treasurer be authorized to proceed with the expenditure of funds as detailed therein.

Mr. Korz requested recorded votes for both clauses in the motion.

Trustees Hill and Rogers each declared a conflict of interest for Clause (a) and stated they would neither debate nor vote on that Clause.

Clause (a) [Lines 1 and 2] was put to a vote and was CARRIED. Those in favour: Trustees Cunningham, Hicks, Johnstone, Korz, Lowe, Orban, Rodgerson and Stewart; those opposed: Trustees Bishop, Gage, Johnston, MacDonald and Mulholland.

Clause (b) [Lines 3 to 20] was put to a vote and was CARRIED. Those in favour: Trustees Cunningham, Hicks, Hill, Johnstone, Korz, Lowe, Orban, Rodgerson and Stewart; those opposed: Trustees Bishop, Darby, Gage, Johnston, MacDonald, Mulholland and Rogers.

The meeting then adjourned.

Read and confirmed,

Recommended Implementing Afternoon Shift for Cleaners in Secondary Schools

(a) Cleaners - Secondary

New Proposal 3:00 p.m. - 10:00 p.m. shift

(b) Cleaners - Elementary

Remain on split shifts

approximately 7:00 a.m. - 9:30 a.m.
3:00 p.m. - 7:00 p.m.

Present System (Secondary) -- 12:00 (Noon) - 7:00 p.m.

1. 12:00 - 1:00 p.m. - cannot clean halls or classrooms or cafeterias.
2. 1:00 - 3:15 p.m. - cannot clean classrooms and limited hallwork.
3. 3:15 - 4:00 p.m. - student traffic in halls and classrooms (limits cleaning)
4. 4:00 - 7:00 p.m. - cleaners do most of thier work.

Benefits of 3:00 p.m. - 10:00 p.m. Shift

1. Better utilization of time.
2. Limited interruption
3. Classes are left clean for the beginning of each day.
4. More time for replacement of absent cleaners

Issues Related to the Change

1. Concerning the issue related to exit time, the situation now exists where female firemen and assistant caretakers are leaving our buildings at 11:00 p.m.. Furthermore, in the winter, the cleaners leave our buildings during darkness at 7:00 p.m. The new proposal of a 3:00 p.m. - 10:00 p.m. shift for secondary schools **ONLY**, means that cleaners will exit **as a group**. It is believed that a certain amount of protection is provided by leaving together.
2. Family issue - For cleaners who have young families, they would be working later and starting later so that their homelives would require reorganizing. There would be more time at home in the day and less in the evening.

Conclusion

It would facilitate the efficiency of our new workload formula if our secondary cleaner hours were realigned to increase productivity. Therefore, we recommend this rescheduling of work hours.

URBAN/MUNICIPAL
CA4 ON HBL W26
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1995

APRIL, 1995

OPERATIONS AND FINANCE COMMITTEE

URBAN MUNICIPAL

MAY 3 1995

GOVERNMENT DOCUMENTS



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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OPERATIONS & FINANCE COMMITTEE
1995 04 11

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GENERAL

THE JOURNAL OF THE ROYAL ANTHROPOLOGICAL INSTITUTE

1. The Journal of the Royal Anthropological Institute is published quarterly, in January, April, July, and October. It is the only English journal devoted to the study of man in all his aspects, physical, mental, and social.

2. The Journal is published by the Royal Anthropological Institute, 21, BEDFORD SQUARE, LONDON, W.C.1.

3. The Journal is published by the Royal Anthropological Institute, 21, BEDFORD SQUARE, LONDON, W.C.1.

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15. The Journal is published by the Royal Anthropological Institute, 21, BEDFORD SQUARE, LONDON, W.C.1.

MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1995 04 11

Present: Trustees Cunningham (Chairman), Desmarais, Hicks, Orban, Rogers and Stewart.

Also

Present: Trustees Bishop, Darby, Gage, Johnston, Johnstone, MacDonald, Mulholland and Rodgeron.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent - Administrative and Operational Services
M. Quinn, Superintendent of Schools - Lower City
N. Nicholls, Superintendent of Schools - Mountain
G. Rutledge, Controller
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City
F. Cooke, Assistant Superintendent - Program.

Miss Cunningham called the meeting to order noting regrets for not being able to attend were received from Trustee Lowe.

Moved by Mr. Desmarais:

That the minutes of the regular meeting of 1995 03 07 and special meetings of 1994 04 25, 1995 01 09, 1995 02 27, 1995 02 28, 1995 03 06, 1995 03 09, 1995 03 21, 1995 03 23, 1995 03 27 and 1995 03 30 be approved. **CARRIED.**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Response from the Officials Mr. Rutledge presented the report.

to the Presentation by the

SHAIR International Resource Dr. Johnston advocated trustees' responsibility to provide guidance to students while understanding that schools should have freedom of choice. Opposed to the continued human rights situation in Burma, it was

Centre Youth Group

Moved by Dr. Johnston:

That Pepsi Machines be operated in schools only when products of other companies are available on an adjacent site in the school.

Should no alternatives be available he felt the Pepsi should be removed.

Trustees speaking to the motion commented on:

- the political versus moral issue of this situation
- their preference to educate students rather than the Board implementing a system-wide mandate
- this is a school decision
- job elimination for PepsiCo employees

That PepsiCo products be offered in schools only when products of other companies are available on an adjacent site in the school until the Canadian Government recognizes Myanmar as a suitable country for investment.

The motion was put to a vote and was LOST.

Moved by Mr. Hicks:

That the Response from the Officials to the presentation by the SHAIR International Resource Centre Youth Group re their opposition to the selling of PepsiCo products in local schools be received for information and the following recommendation approved:

a) That where possible alternatives be available to students and staff. **CARRIED.**

Moved by Mrs. Bishop:

That when catering contracts are up for negotiation, the chosen contractor be asked not to offer pepsi-cola for the following renewable term.

Mrs. Bishop was advised this motion should be made when the cafeteria contracts come to the Board for renewal.

Noting the lack of a review under the Food Policy, it was

Moved by Mrs. Bishop:

That a review of our Food Policy be brought back to this Board by the end of this coming year.

The Chairman ruled the motion as not being relevant to this report. It was suggested that the issue be placed on the May agenda or raised at the Policy Review Committee.

Moved by Mr. Gage:

That given the current involvement of PepsiCo in Myanmar and the litany of serious human rights violations by the government of Myanmar, it is recommended that no monopoly be granted or allowed to continue in any school for PepsiCo products, until such time as the human rights practices of the Government of Myanmar significantly improve or PepsiCo withdraws from its participation in Myanmar.

Miss Cunningham ruled this motion out of order as it was contrary to the motion which had just been approved.

Mr. Gage challenged the Chair's ruling and the challenge was put to a vote and was LOST.

Elementary Swim Meet

Mrs. Bishop sought and received the necessary two-third's majority to discuss this item.

Dr. Cooke explained that the \$150,000 Rental reduction approved during budget leaves only the \$130,000 allocated for the mandated aquatic programs (in-class secondary and 3 middle schools with pools attached). Upon culmination of the budget, the Athletic Office informed schools that pool or rink rental vouchers were no longer valid and the Board was not in a position to fund the swim meet. Some parents have indicated their willingness to raise funds or pay a user fee for this meet to continue.

Mrs. Bishop provided a list of signatures protesting the sudden cancellation of the swim team program.

Trustees voiced the following concerns:

- that equity among schools, particularly Compensatory Education schools, is lost when schools must provide funding in order to participate in this activity
- that the memo sent out by the Athletic Office implied schools could rent the pool cheaper themselves
- the Elementary Swim Meet has been a Board-sponsored, Board funded opportunity for all schools to enter
- why did some principals send swim program information home prior to final budget approval, disappointing students
- no additions should be made to the budget prior to reaching a resolution for the \$5 million still outstanding
- the Board has not established a policy with respect to fundraising
- equity is not an issue as not all schools choose to participate in all sports
- schools' sport priorities are dependant on available coaching and user fees

Requests/suggestions:

- postpone swim meet cancellation until the result of a presentation to the City's Parks and Recreation Committee on Tuesday, 1995 04 18 at 9:30 a.m. are known
- should negotiations with the City be successful, rental allocations may be extended to permit a modification of the swim meet, i.e. limit the number of practices from 5 to 3 to reduce costs
- since there is no Board funding, the meet be renamed and treated as any other invitational swim meet in which schools participate through fees
- allow the officials to work out solutions in this transition period

Moved by Mr. Darby.

That no further action be taken at this time with respect to the non-mandated swim program.

Mr. Darby then clarified that his motion should be amended to read "...**Board funded** non-mandated swim program." so

Upon Miss Cunningham determining that the motion related to program rather than rentals and was, therefore, Elementary/Secondary, Mr. Desmarais indicated he would not vote on this issue.

The question was called and put to a vote and was **LOST**.

Mr. Stewart indicated that he would support the meet name being changed to correlate with the withdrawal of Board funds; however Dr. Johnston continued to oppose any message to the schools that infers equity of access if schools must provide funds.

The motion was put to a vote and was **CARRIED**.

NEW BUSINESS:

Recommendation of the Director of Education

Moved by Mr. Darby:

That the following recommendation of the Director of Education be approved:

(a) That up to twelve students, one from each composite secondary school, be permitted to attend a Business Education Student Leadership Conference in Bolton, Ontario, 1995 05 09-10 (Tuesday to Wednesday).

CARRIED.

Presentation - Theatre Aquarius

Miss Cunningham welcomed the following Theatre Aquarius Executive Members: James Scarfone, Michael Hughes, Pamela Lakin, Shirley Elford and Urmas Soomet.

An additional summary sheet was circulated to the members (attached). In seeking the Board's approval for an application to the Provincial Legislative Assembly for exemption of their property taxes (including \$500,000 in tax arrears), Mr. Scarfone offered to forge a stronger partnership with the Board's drama program and outlined several possibilities.

During the debate, one trustee suggested that Theatre Aquarius provide tickets for students in exchange for tax relief. Mr. Scarfone took the suggestion under advisement, noting such a decision required the consensus of the Executive.

Further information was requested at the next meeting as follows:

- information about the cost implications of concessions/arrangements reached by Theatre Aquarius with the City of Hamilton and the Region, i.e. tax relief in exchange for grant reductions/elimination?
- can the exemption be revisited in future?
- the impact of pooling

Miss Cunningham thanked the presenters and explained the procedure is that the officials would bring a report to the May meeting.

It was agreed:

That the presentation by Theatre Aquarius be referred to the officials.

Audited Financial Statement
of the Board

Mr. Shewfelt advised these statements will be published in the newspaper before month's end. Ms. Polidori, Manager, Accounting, reviewed the details of the Financial Statements. Mr. Collyer of MacGillivray Partners, the Board's Auditors, then presented his report, concluding there were no matters of dispute.

During the debate, Mr. Collyer was requested to explain the accounting arrangements relative to the Ontario Financing Authority.

Mr. Shewfelt reported that an Actuarial Report on the Gratuity Reserve would come to the trustees in May or June.

Moved by Mr. Hicks:

That the 1994 Annual Audited Financial Statements for the Board of Education for the City of Hamilton be approved. **CARRIED.**

Audited Financial Statement
of the Board for the City
of Hamilton Foundation

During the report's presentation, it was noted that the Foundation now totals 100 individual funds. Mr. Shewfelt expressed his appreciation to Ms. Polidori, Mr. J. Henry (Co-ordinator, Science) and Ms. M. Bjegovich (Finance Department) for their work on these accounts. Mr. Collyer presented his Auditor's Report.

Moved by Dr. Johnston:

That the 1994 Annual Audited Financial Statements for the Board of Education for the City of Hamilton Foundation be received for information. **CARRIED.**

Line of Credit

Members were advised that any increase in the Line of Credit will be brought for approval.

Two matters were raised as follows:

- it was suggested that the Board seek other venues if the Region is not issuing debentures
- whether an increase in the Line of Credit impacts on our credit rating.

Emanating from an exchange about Queen Mary grants, Mr. Goodridge remarked his intent to pursue with the Ministry of Education and Training its rationale for this project's reduced grant and its provision for payment in 1998.

Moved by Mr. Darby:

Update - Educational
Purchasing Group,
Hamilton-Wentworth District

Price Catalogue binders were provided to the member for reference purposes.

Mr. Hardman, Purchasing Manager, reviewed the report. He explained that the estimated savings represent expenditures that would have been incurred without the purchasing power of the Purchasing Group.

Suggestions were put forth as follows:

- that a letter be forwarded to Mr. Sweeney of the Amalgamation Task Force showing what has been accomplished by Boards
- more emphasis on local suppliers whenever possible
- elimination of the "middle man" by purchasing directly from the manufacturer
- central computerized storage area shared by the boards

Moved by Mr. Darby:

That the Update re the Educational Purchasing Group, Hamilton-Wentworth District be received for information and that a progress report be presented in the Fall of 1995.
CARRIED.

Report from the
Sesquicentennial Year
Celebrations Committee

Ms. Brock-Woodland provided a brief overview of the planned initiatives related to Sesquicentennial Celebrations after which Miss Cunningham commended the Sesquicentennial Committee members for their ingenuity and clever budgeting.

Dr. Johnston sought any ideas for a project that could qualify to become part of the Guinness Book of Records.

Moved by Dr. Johnston:

That the Report of the Sesquicentennial Committee be approved.

In discussing co-ordination and linkage between the many groups involved in Sesquicentennial planning, Mr. Goodridge was supportive of the Sesquicentennial Committee acting as a clearing house or linkage to provide direction following endorsement by the umbrella committee.

The motion was put to a vote and was **CARRIED.**

Correspondence from St.
Cecilia School,
Hamilton-Wentworth Roman
Catholic Separate School
Board re by-law amendment
regulating adult videos
[referred at 1995 03 21 Board]

Observing the 1995 03 07 meeting was already past, it was

Moved by Mr. Darby:

That the Correspondence from St. Cecilia School, Hamilton-Wentworth Roman Catholic Separate School Board re by-law amendment regulating adult videos be received for information and that the Chairman of the Board send a letter of support.
CARRIED.

Request for a Liquor Licence
- Delta Secondary Class of
1975 - 20th Reunion

Moved by Mr. Stewart:

That Delta Secondary School be granted permission to obtain a liquor licence for its Class of 1975 20th Anniversary celebrations to be held the evening of 1995 07 15.
CARRIED.

Information re FreeNet in
Hamilton - requested by
Trustee Johnston

Ms. Gillie updated members about a request from the community-based network FreeNet to provide information in an electronic format. An outline of the types of information that could be made available will be brought to the next meeting of the Trustee Communications Committee.

Moved by Dr. Johnston:

That the Update re FreeNet be received for information.
CARRIED.

Report of the Special
Education Advisory Committee

Moved by Mrs. Bishop:

That the following Report of the Special Education Advisory Committee be approved:

a) That, as concern has been expressed about the limited number of children who have short term disabilities who are unable to get to school and realizing the Board has limited resources, the Special Education Advisory Committee requests the Board look at a more flexible approach to this matter.

When Mrs. Bishop advised that referral of this Report to the Transportation Committee would provide an opportunity for SEAC members to make a presentation about some extreme cases, several trustees expressed concern at the vagueness of the motion.

Further information was sought relative to:

- why the request to make a presentation to the Transportation Committee was not included in the motion
- more specific direction or details about what SEAC wants done about this issue
- what does "a more flexible approach" mean?

Miss Cunningham observed the issue of short-term disability transportation was discussed at the last Operations and Finance Committee meeting.

Moved by Ms. Orban:

That the Report of the Special Education Advisory Committee be referred back to the Committee for clarification.
CARRIED.

ELEMENTARY/SECONDARYNEW BUSINESS:Recommendations of the
Director of Education

Moved by Mr. Stewart:

That the Recommendations of the Director of Education be approved as presented. **CARRIED.**

Senior Kindergarten French
Immersion, Sanford Avenue,
George R. Allan and Earl
Kitchener Schools
-Requested by Trustee Bishop

Arising from her concern about lost revenue, Mrs. Bishop supplied members with her calculations of lost income as a result of 12 students who she understood applied for and were unable to gain access to the French Immersion programs at George R. Allan and Earl Kitchener Schools last year.

Moved by Mrs. Bishop:

That an additional class or classes be formed of those students, registered for French Immersion Senior Kindergarten at George R. Allan and Earl Kitchener Schools who cannot be accommodated in full classes at their own school, to be housed in either G. R. Allan or Earl Kitchener Schools. Students who still could not be accommodated in either school would be directed to Sanford Avenue School.

Mrs. Bishop explained that the intent of her motion is to allow movement of students to George R. Allan or Earl Kitchener.

Stating the principals must staff according to the Collective Agreement, Mr. Quinn recalled the discussion last June during Accommodation about the direction to send fee-paying students to Sanford. In applying the staffing formula equally, Mr. Quinn noted that changes will occur until mid-September and it is difficult to make such a commitment. He pointed out that George R. Allan declined an entire class from the end of June to September, 1994. While there is no intent to deny access to the program, available spaces may necessitate travel.

Mr. Stewart challenged acceptance of the motion, but the Chairman informed him it is a new Board year. Mr. Stewart then reminded members of the \$5 million still needing to be cut from the 1995 budget.

Concerns were voiced as follows:

- budget, staffing and accommodation implications
- fee-paying students are "purchasing a program, not a school"
- availability of spaces in other French Immersion classes
- it is not Board practice to create classes to accommodate fee-paying students
- parents should visit the Sanford program before declining that option

Trustees supportive of the motion noted that:

- parents in Ward 2 would prefer to travel to these schools in Ward 1 rather than through the downtown core
- registration numbers for French Immersion are likely to be more constant throughout the summer

It was also suggested that the motion be referred to the officials and the following information was requested: costing, capping and staffing, etc.

Mrs. Bishop clarified that the motion does not talk about opening new classes.

Mr. Quinn acknowledged he has discussed the option of twinning the schools - "if the numbers make sense" - in context of the staff with which he has to work. He refrained from making any commitment that would give an advantage to any one school.

Mr. Stewart assumed the Chair to facilitate comments from Miss Cunningham. Pointing out this is a non-mandated program, Miss Cunningham expressed her disappointment that she was not advised this item would increase staff. Believing everything has been done as fairly and equitably as possible in this program, she spoke against the motion or possible referral. She also cautioned against making decisions based on calculations that were not vetted by the officials.

Miss Cunningham resumed the Chair.

The motion was put to a vote and was **LOST**.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

1. The first part of the paper is devoted to a study of the
properties of the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt$. It is shown that $f(x)$ is a
constant function.

2. In the second part, we consider the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt + x$. It is shown that $f(x)$ is a
linear function.

3. In the third part, we consider the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt + x^2$. It is shown that $f(x)$ is a
quadratic function.

4. In the fourth part, we consider the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt + x^3$. It is shown that $f(x)$ is a
cubic function.

5. In the fifth part, we consider the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt + x^4$. It is shown that $f(x)$ is a
quartic function.

6. In the sixth part, we consider the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt + x^5$. It is shown that $f(x)$ is a
quintic function.

7. In the seventh part, we consider the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt + x^6$. It is shown that $f(x)$ is a
sextic function.

8. In the eighth part, we consider the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt + x^7$. It is shown that $f(x)$ is a
septic function.

9. In the ninth part, we consider the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt + x^8$. It is shown that $f(x)$ is a
octic function.

10. In the tenth part, we consider the function $f(x)$ defined by the equation
 $f(x) = \int_0^x f(t) dt + x^9$. It is shown that $f(x)$ is a
nonic function.

THEATRE AQUARIUS

Involved in Education in the City of Hamilton for 22 years

STUDENT MATINEE PROGRAMS

- 7,000 young people exposed to the world of theatre each year
- backstage tours, discussion sessions and study guides provided for each play
- ticket prices at \$7-12 are below cost to ensure the theatre is accessible by all

THEATRE SCHOOL

- develops performing and communication skills
- teaches technical aspects of "behind the scenes" management (staging, costumes, lighting, etc.)
- running for 22 years, it is now available year-round under the direction of Lou Zamproga

PARTNER WITH BOARDS OF EDUCATION IN CO-OP EDUCATION PROGRAMS

- students work side-by-side with T.A.I. staff to produce regular mainstage shows, developing skills in all areas of production (staging, costumes, lighting), marketing and development, etc.

STUDENT THEATRE CAREER DAY

- opportunity for students to explore the idea of a career in the theatre through contact with working professional artists
- seminars, workshops, tours and discussions are provided on all aspects of producing a live performance
- watch for "Artist in the Classroom", a series of mini-presentations taking this experience into the classroom

SUPPORT TO SCHOOL PRODUCTIONS

- assistance is provided to teachers and students for productions put on by students in their own schools
- T.A.I. donates sets, lends props or costumes and provides suggestions to resolve technical problems

THEATRE AQUARIUS NEEDS YOUR SUPPORT
TO OBTAIN RELIEF FROM PROPERTY TAXES
SO THAT THESE VALUABLE EDUCATIONAL OPPORTUNITIES
CAN BE MAINTAINED IN THE FUTURE.

REPORT

Submitted to the Board of Directors

EXECUTIVE SUMMARY

- The Board of Directors is pleased to report that the company has achieved a record level of performance in the first half of the year.
- The company has successfully completed the acquisition of the subsidiary, which has resulted in a significant increase in revenue.
- The company has also implemented a new management system, which has improved efficiency and reduced costs.

FINANCIAL SUMMARY

- The company has achieved a record level of performance in the first half of the year, with revenue increasing by 15% over the same period last year.
- The company has also implemented a new management system, which has improved efficiency and reduced costs.
- The company has successfully completed the acquisition of the subsidiary, which has resulted in a significant increase in revenue.

OPERATIONAL SUMMARY

- The company has achieved a record level of performance in the first half of the year, with revenue increasing by 15% over the same period last year.
- The company has also implemented a new management system, which has improved efficiency and reduced costs.
- The company has successfully completed the acquisition of the subsidiary, which has resulted in a significant increase in revenue.

CONCLUSIONS

- The company has achieved a record level of performance in the first half of the year, with revenue increasing by 15% over the same period last year.
- The company has also implemented a new management system, which has improved efficiency and reduced costs.
- The company has successfully completed the acquisition of the subsidiary, which has resulted in a significant increase in revenue.

RECOMMENDATIONS

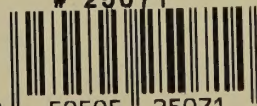
- The company should continue to focus on improving efficiency and reducing costs.
- The company should also consider expanding its operations into new markets.
- The company should continue to invest in research and development.

Submitted by the Board of Directors
on behalf of the Board of Directors
and the Board of Directors
on behalf of the Board of Directors



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